



FOREIGN AGRICULTURAL SERVICE

International Food Assistance Division

Global Programs

Fiscal Year 2023 Request for Applications and Instructions

**MCGOVERN-DOLE INTERNATIONAL FOOD FOR
EDUCATION AND CHILD NUTRITION PROGRAM**

NOTICE OF FUNDING OPPORTUNITY

February 22, 2023

U.S. DEPARTMENT OF AGRICULTURE

Foreign Agricultural Service

EXECUTIVE SUMMARY

The United States Department of Agriculture's (USDA) Foreign Agricultural Service (FAS) is soliciting applications for the McGovern-Dole International Food for Education and Child Nutrition Program (McGovern-Dole) for Fiscal Year (FY) 2023. FAS expects to enter into multiple cooperative agreements under McGovern-Dole to make awards, totaling up to \$230,000,000 **subject to the availability of funding**. These awards will be for approximately five-year projects. FAS will accept applications for projects in the following priority countries: Cameroon, Haiti, Mozambique, Nepal, Nicaragua, Sri Lanka, and Togo. FAS will also accept applications for non-priority countries; however, it will prioritize funding applications for the identified priority countries. McGovern-Dole funds awards that leverage donated U.S. agricultural commodities, local and regional agricultural commodities, and financial and technical assistance to carry out school feeding projects that strengthen food security, reduce the incidence of hunger, improve literacy and education, particularly with respect to girls, and support maternal, infant, and child nutrition programs. McGovern-Dole projects are implemented in low-income, food-deficit countries globally.

Applications must be submitted to FAS through the [Food Aid Information System \(FAIS\)](#) by the Application Submission Deadline of 5:00:00 P.M. Eastern Daylight Time (EDT) on April 28, 2023. FAS will not consider late applications. FAS advises Applicants to begin the application process early to allow time to address any information technology difficulties.

When applications received by the Application Submission Deadline are incomplete, FAS will contact the Applicant by e-mail. FAS will grant a grace period of three business days from the date of this e-mail for Applicants to submit missing content and forms via FAIS. **FAS will not consider any applications that remain incomplete after the grace period.** Refer to [Part C Section 2](#) for Applicant eligibility information and [Part D Section 4](#) for application completeness requirements. Please submit questions regarding this request for applications to ppded@usda.gov no later than 5:00:00 P.M. EDT on April 21, 2023 and include "FY23 McGovern-Dole NOFO" in the subject line of your e-mail. FAS will consider questions submitted by the deadline to the extent practicable and will post responses on a weekly basis until the Friday preceding the application deadline. Applicants may access the responses in the "Related Documents" tab of the grant opportunity page on Grants.gov.

NEW IN FY2023

1. Reorganization of Introduction and Strategic Analysis and Plan of Operation under [Part D Section 4: Content Guidance](#)

To discourage duplication, improve narrative and logical flow, and allow Applicants to cohesively explain how their proposed project meets identified needs, FAS now requires some content in [Part D Section 4a: Introduction and Strategic Analysis](#) that was previously requested in Plan of Operation section. FAS has adjusted page limits to reflect this change. FAS encourages Applicants to review and follow the guidance closely under these sections to ensure they include all necessary components in the relevant sections of their application.

2. Change to Period of Performance

FAS has changed the Period of Performance from “Approximately 48 to 60 months” to “Approximately 60 months.” FAS strongly discourages Applicants from proposing periods of performance of less than 60 months.

3. Consolidation of evaluation criteria

FAS has consolidated some evaluation criteria in [Part E Section 1: Application Evaluation Criteria](#) that was previously noted in Content Guidance.

4. Explanation for standard indicators not used

FAS may require that Applicants opting not to use standard indicators corresponding to a given result explain why in a footnote. For further details, see [Part D Section 4e: Performance Indicator Table](#).

5. Addition of SAM.gov registration information

FAS has provided further information on SAM.gov registration, a requirement for all Applicants, in [Part C Section 2b](#).

6. Removal of “Office” line item in Budget

FAS has removed the “Office” line item from [Appendix D](#) and [Appendix E](#). Applicants should classify costs under Supplies, Other, or Indirect Costs in keeping with [2 CFR 200 Subpart E](#) and the guidance provided in Appendices E and I.

7. Addition of Appendix K

FAS has provided a new [Appendix K](#) as a suggested formatting for the Plan of Operation.

8. Additional guidance for procuring local and regional commodities

FAS provided guidance in [Part D Section 4f: Commodity Management](#) to ensure Applicants do not procure commodities from actors included on Office of Foreign Assets Control lists.

LIST OF ACRONYMS

BMI	Body Mass Index	NCAGE	NATO Commercial and Government Entity Code
CCC	Commodity Credit Corporation	NICRA	Negotiated Indirect Cost Rate Agreement
CFR	Code of Federal Regulations	NOFO	Notice of Funding Opportunity
COLA	Cost of Living Adjustment	NTD	Neglected Tropical Disease
CSB	Corn-Soy Blend Plus	OFAC	Office of Foreign Assets Control
CV	Curriculum Vitae	OMB	Office of Management and Budget
DEC	Development Experience Clearinghouse (DEC)	PL	Public Law
FAIS	Food Aid Information System	PMP	Performance Monitoring Plan
FAS	Foreign Agricultural Service	PVO	Private Voluntary Organization
FFPr	Food for Progress Program	R&R	Rest and Recreation
FICA	Federal Insurance Contributions Act	RF	Results Framework
FtF	Feed the Future	SAM	System for Award Management
FY	Fiscal Year	SF	Standard Form
GFSS	Global Food Security Strategy	SFP	School Feeding Program
HQ	Headquarters	SO	Strategic Objective
IFAD	International Food Assistance Division	UEI	Unique Entity Identifier
IR	Intermediate Results	U.N.	United Nations
ITSH	Internal Transportation, Storage, and Handling	U.S.	United States
LRP	Local and Regional Procurement	USC	United States Code
M&E	Monitoring and Evaluation	USG	United States Government
MCN	Maternal and Child Nutrition	USAID	United States Agency for International Development
McGovern-Dole	McGovern-Dole International Food for Education and Child Nutrition Program	USDA	United States Department of Agriculture
MOU	Memorandum of Understanding	USG	United States Government
MT	Metric Ton(s)	WASH	Water, Sanitation, and Hygiene
MTDC	Modified Total Direct Costs	WB	World Bank
NATO	North Atlantic Treaty Organization	WHO	World Health Organization

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A. PROGRAM DESCRIPTION

1. ISSUED BY

Foreign Agricultural Service, Global Programs, International Food Assistance Division (IFAD)

2. ASSISTANCE LISTING NUMBER

(Formerly known as CFDA)

[10.608](#)

3. ASSISTANCE LISTING TITLE

Food for Education

4. NOTICE OF FUNDING OPPORTUNITY (NOFO) TITLE

FY 2023 Request for Applications and Instructions

MCGOVERN-DOLE INTERNATIONAL FOOD FOR EDUCATION AND CHILD
NUTRITION PROGRAM

5. FUNDING OPPORTUNITY NUMBERS

- USDA-FAS-10.608-0700-23-(510) Cameroon
- USDA-FAS-10.608-0700-23-(124) Haiti
- USDA-FAS-10.608-0700-23-(558) Mozambique
- USDA-FAS-10.608-0700-23-(646) Nepal
- USDA-FAS-10.608-0700-23-(130) Nicaragua
- USDA-FAS-10.608-0700-23-(688) Sri Lanka
- USDA-FAS-10.608-0700-23-(578) Togo
- USDA-FAS-10.608-0700-23-(000) Non-priority country applications

Please refer to [Appendix B](#) for Country Guidance for each priority country.

6. AUTHORIZING AUTHORITY FOR PROGRAM

McGovern-Dole is authorized by section 3107 of the Farm Security and Rural Investment Act of 2002 ([7 U.S.C. 1736o-1](#)).

7. APPROPRIATION AUTHORITY FOR PROGRAM

McGovern-Dole will be funded in FY 2023 primarily through Title V of the Agriculture, Rural Development, Food and Drug Administration, and Related Agencies Appropriations Act, 2023 (Division A of the Consolidated Appropriations Act, 2023 (Public Law (PL) 117-328)).

8. ANNOUNCEMENT TYPE

New Agreements

9. PROGRAM REGULATIONS

Awards FAS makes within this funding opportunity to Applicants other than foreign public entities (as defined in [2 CFR Part 200](#)) will be subject to McGovern-Dole regulations, [7 CFR Part 1599](#). As provided in [7 CFR Part 1599](#), awards to Applicants other than foreign public entities will also be subject to [2 CFR Part 200](#), as supplemented by [2 CFR Part 400](#) and [7 CFR Section 1599](#), with the exception that Subsection F of [2 CFR Part 200](#) will not apply to a foreign organization (as defined in [2 CFR Part 200](#)) or a for-profit entity.

10. PROGRAM OVERVIEW, OBJECTIVES, AND PRIORITIES

The principal objectives of the McGovern-Dole Program are to carry out: 1) preschool and school food for education programs in foreign countries to improve food security, reduce the incidence of hunger, and improve literacy and primary education, particularly with respect to girls; and 2) maternal, infant, and child nutrition programs for pregnant women, nursing mothers, infants, and children who are five years of age or younger.

McGovern-Dole feeds school children and improves literacy (especially for girls) in low-income, food-deficit countries around the world. The program provides for the donation of U.S. agricultural commodities and funds to procure local and regional agricultural commodities, as well as financial and technical assistance, to support McGovern-Dole objectives. FAS enters into a cooperative agreement with a successful Applicant, referred to as a Recipient, to fund the project described in the Applicant's application, following successful negotiation of the agreement. The program authorizing legislation, Section 3107 of the Farm Security and Rural Investment Act of 2002, requires that McGovern-Dole agreements include provisions to achieve graduation or provide other long-term benefits to targeted populations of the country ([7 U.S.C. 1736o-1\(j\)](#)).

By providing school meals, teacher training, government capacity-building, and related education and nutrition support, McGovern-Dole helps boost school enrollment, increase attendance, and improve reading outcomes and literacy results. McGovern-Dole also provides support to Maternal and Child Nutrition (MCN). To improve health, nutrition, and dietary practices, McGovern-Dole encourages the inclusion of health- and nutrition-sensitive activities such as the use of micronutrient-fortified products; take-home rations; treatments for deworming and diarrhea; water, sanitation and hygiene (WASH); school gardens; and curriculum-based nutrition education.

The donation of U.S. commodities is an integral part of McGovern-Dole and Applicants are strongly encouraged to use the U.S. donated commodities to maximize program reach of targeted beneficiaries in the most cost-effective manner. In addition, Applicants are strongly encouraged

to allocate approximately ten percent of the total proposed federal award amount for local and regional procurement (LRP) of commodities. All activities must be consistent with the objectives of the program, as set forth in the first paragraph of this Section 10. FAS prioritizes sustainability in efforts to reduce poverty and food insecurity in vulnerable economies on their path to becoming self-sufficient. FAS is focusing on helping communities develop sustainable sources of food supplies while building resilience in their food sourcing practices.

FAS will consider applications from all eligible organizations, including current Recipients and new organizations. FAS will prioritize funding for projects in priority countries. For additional information on the priority countries for this funding opportunity, Applicants should refer to [Appendix B – Country Guidance](#). FAS will consider funding a project in a non-priority country, but an application for a non-priority country must include sufficient justification.

FAS expects that applications will build upon the accomplishments of any existing McGovern-Dole activities in the country. Applicants should lay the foundation for a strong McGovern-Dole project, including complementing school feeding efforts already in place. Applications must focus on transition of McGovern-Dole activities to the host governments and local communities and set the path to sustainability. Applicants must work with host governments that have national action plans and are committed to or are working towards the goals of the [World Declaration on Education for All's goals](#)¹.

Furthermore, applications must align with the McGovern Dole Program Project-Level Results Framework (see [Part D Section 4e: Monitoring and Evaluation](#)). All McGovern-Dole projects are subject to independent third-party evaluations.

B. FEDERAL AWARD INFORMATION

1. AWARD AMOUNTS, IMPORTANT DATES, AND EXTENSIONS

- Available Funding for the NOFO: Up to \$230,000,000; Subject to the availability of funding
- Estimated Number of Awards: 7
- Estimated Funding per Award: \$10 million – \$32 million

FAS funding for all projects in this announcement is subject to availability of appropriated funding. Per Part A Section 7 Appropriation Authority for Program, FAS may award available funding from past fiscal year appropriations up to \$230 million of available funding may come from FY 2023 appropriations. Issuance of this solicitation does not constitute an award or

¹ To promote continued learning and evidence-based decision making, FAS publishes evaluations on the [Development Experience Clearinghouse](#) maintained by the U.S. Agency for International Development.

commitment on the part of the United States Government (USG) to make awards, nor does it commit the USG to pay for costs incurred in the preparation and submission of an application.

- Period of Performance: Approximately 60 months
- Projected Period of Performance Start Date(s): 10/01/2023
- Projected Period of Performance End Date(s): 09/30/2027
- Cost Share or Match Requirements: None/Not Required

McGovern-Dole Program awards may be eligible for extensions to their period of performance. Refer to [Part H Section 1: Extensions](#).

2. FUNDING INSTRUMENT

FAS will award funding in the form of cooperative agreements and will be substantially involved throughout the award period of performance. FAS involvement may include but is not limited to the following:

- Specification of the manner, method, performance, or timing of the work in an approved work plan;
- Review and approval of one stage of work before a subsequent stage may begin during the performance period;
- Close monitoring of the successful Applicant's performance to verify the achievement of expected results;
- Review and approval of proposed subawards and contracts, prior to award;
- Review of proposed procurement, in accordance with 2 CFR 200.325;
- Review and approval of an evaluation plan;
- Participation in the selection and approval of the individuals or organizations that will conduct all required evaluations;
- Participation in data collection and analysis for required evaluations and other performance reports;
- Approval of an organizational chart identifying the names, roles and responsibilities of all the Applicant's key personnel, as well as key personnel qualifications, and any subsequent changes or absences; and
- Provision of specific direction or redirection of the work during the period of performance.

Recipients may award procurement contracts or subawards under this cooperative agreement. Procurement contracts must have an operational or administrative objective and subawards must be related to achieving objectives of project activities. Please note that a Recipient may not include its own personnel costs in any contract or subaward under the cooperative agreement.

C. ELIGIBILITY INFORMATION

1. ELIGIBLE APPLICANTS

In accordance with the McGovern-Dole authorizing legislation, [7 U.S.C. 1736o-1](#), the following entities are eligible Applicants:

- Private Voluntary Organizations (see [7 CFR section 1599.2](#) for the definition of a private voluntary organization);
- Cooperatives;
- Intergovernmental Organizations;
- Governments of developing countries and their agencies; and
- Other organizations.

a. Unique Entity Identifier and System for Award Management (SAM)

Unless and exception in 2 CFR section 25.110 applies, and the exception is confirmed in writing by FAS, Applicants are required to:

- Register on SAM.gov before submitting their application;
- Assent to the federal assistance certifications in the SAM platform;
- Provide a valid a UEI in its application; and
- Maintain an active SAM registration with current information at all times while the Applicant has an active Federal award or while FAS is considering an application.

All Applicants who do not have a written confirmation by FAS of an exception must have an active registration in the SAM database at www.sam.gov – pending or expired registrants are not eligible. This requirement must be met by the closing date of the announcement and will not be waived. Please contact ppded@usda.gov if you have questions about this requirement. FAS will not consider Applicants without an active SAM registration.

Applicants must include a valid Unique Entity Identifier (UEI) in the organizational unit section of Block 8 of the SF-424. **All subrecipients listed in the application must have a current UEI number.** Organizations that do not have a UEI number can obtain a UEI number at no cost by using the web-based form available at: <https://sam.directory/register>.

If you have never done business with the Federal Government, you will need to register your organization in SAM.gov. SAM.gov registration requires several weeks to process and cannot be expedited; therefore, prospective applicants should ensure that registrations are submitted timely.

If you do not have a SAM.gov account, then you will create an account using login.gov to complete your SAM.gov registration. **SAM.gov registration is free.** The process for entity registrations includes obtaining a UEI, a 12-character alphanumeric ID assigned an entity by

SAM.gov, and requires submitting assertions, representations and certifications, and other information about your organization. Please review the [Entity Registration Checklist](#) for details on this process.

A foreign entity (defined in [2 CFR part 200.1](#) as a “foreign organization” or a “foreign public entity”) must obtain a NATO Commercial and Government Entity (NCAGE) Code prior to SAM.gov registration. An NCAGE is required for all foreign entities prior to registering in SAM.gov. You can complete the registration once you enter the NCAGE. You can submit your request for an NCAGE Code by going to the NATO Support Activity NCAGE Request Tool at [CAGE/NCAGE](#) Code Request, which contains detailed instructions. You can complete the SAM.gov registration once you enter your NCAGE Code.

If you have done business with the Federal Government previously, you can check your entity status using your government issued UEI to determine if your registration is active. SAM.gov requires you to renew your registration every 365 days to keep it active.

Organizations should ensure that their SAM.gov registration includes a current e-Business (EBiz) point of contact name and email address. The EBiz point of contact is critical for Grants.gov registration and system functionality.

Please note that SAM.gov registration is different than obtaining a UEI only. Obtaining an UEI only validates your organization’s legal business name and address. Please review the [Frequently Asked Questions](#) at the Federal Service Desk for additional information about the difference between registering in SAM.gov and obtaining a UEI only.

Organizations should ensure that their SAM.gov registration includes a current e-Business (EBiz) point of contact name and email address. The EBiz point of contact is critical for Grants.gov Registration and system functionality.

2. DEBARMENT AND SUSPENSION

FAS will consider an Applicant ineligible to receive a McGovern-Dole award if the Applicant or one of its principals has been disbarred or suspended from USG-funded procurements or non-procurement transactions, or otherwise prohibited by applicable U.S. law or executive order or U.S. policies. See [2 CFR Parts 180](#) and [417](#). FAS will review the System for Award Management ([SAM.gov](#)) to verify that the Applicant, potential subrecipients and contractors, and their principals have not been debarred or suspended.

3. OTHER SUBMISSION REQUIREMENTS AND INFORMATION

For FAS to consider an application complete, the Applicant must submit all required content and forms in FAIS as listed in [Part D Section 3 and 4](#) by the Application Submission Deadline set forth in [Part D Section 1](#). If an Applicant has submitted an application that is incomplete as of the Application Submission Deadline, FAS will notify the Applicant by e-mail that its application is incomplete and that FAS will grant a grace period of three business days, ending at

5:00:00 P.M. EDT on the third business day after the date of the FAS e-mail, for the Applicant to submit any omitted content and forms via FAIS. **FAS will not consider applications that remain incomplete after the grace period.** As specified in this NOFO, an Applicant must also submit required information to ppded@usda.gov and [SAM.gov](https://www.sam.gov). There is no limit on the number of applications per Applicant. FAS may also review submissions from eligible Applicants for non-prioritized countries, however, FAS will prioritize applications for priority countries.

FAS will not consider an application that it determines is not in substantial compliance with the application submission instructions and requirements set forth in Part D Section 3 b, Required Content and Forms, and Part D Section 3 d, Content Guidance. Applicants are advised that readability is of paramount importance and should take precedence in choice of application format, including selecting a legible font type and size for use in the application.

All Applicants and subrecipients must comply with the conflict of interest requirements in [2 CFR section 400.2](#).

Note: FAS's application requirements vary depending on whether an Applicant is a domestic entity, a foreign organization, or a foreign public entity. An Applicant must submit all of the forms that are required to be submitted by the category of entity to which it belongs.

4. COST SHARE OR MATCH

FAS encourages, but does not require, cost sharing or matching to maximize program impacts and engender in-country sustainability. If Applicants choose to provide cost sharing or matching, they must identify and explain any cost sharing in the budget summary and narrative ([7 CFR Section 1599.4\(b\)\(4\)\(i\)](#)). Applicants should include cost share and in-kind contributions as part of the total award value on the SF-424 and other required budget documents. Applicants may not use cost share to reach the three percent minimum monitoring and evaluation budget nor the ten percent LRP budget goal. Applicants' unrecovered indirect costs are not allowable cost share. Food vouchers and cash-based transfers are not allowable LRP methods and thus FAS does not consider them as allowable cost share within McGovern-Dole projects.

Refer to [Part E Section 1, Application Evaluation Criteria](#), for details on how FAS will evaluate cost share or match. FAS's review panel will consider awarding bonus points to an application that includes a cost share.

Applicants that receive an award will be responsible for obtaining and providing any cost share and in-kind contributions that are included in the agreement. Award Recipients shall not procure these resources with FAS funding. R

D. APPLICATION AND SUBMISSION INFORMATION

1. KEY DATES AND TIMES

- Application Start Date: February 22, 2023
- Question Submission Deadline: April 21, 2023

FAS will consider questions regarding this NOFO to the extent practicable. Submit questions to ppded@usda.gov and include “FY23 McGovern-Dole NOFO” in the subject line of your email. FAS will post responses to questions on [grants.gov](https://www.grants.gov) on a weekly basis.

- Application Submission Deadline: April 28, 2023 prior to 5:00:00 P.M. EDT

FAS will run a report from the FAIS system showing all submissions received prior to 5:00:00 P.M. EDT on April 28, 2023. FAS will not consider late applications. See additional submission requirements in [Part C Section 4](#). There will be no exceptions to the application deadline.

- Anticipated Funding Selection Date: July 15, 2023
- Anticipated Award Date: September 15, 2023

2. APPLICATION PACKAGE

This NOFO, including its appendices, constitutes the full application package.

Instructions for submitting the application are located on the [FAIS homepage](#). Before you can view the FAIS homepage, you must first establish a FAIS account. See the following website for more information: <https://www.fas.usda.gov/food-aid-information-system>. Instructions for accessing FAIS and applying are also located on [grants.gov](https://www.grants.gov). Applicants that do not have internet access or have trouble accessing FAIS can request a hardcopy of the full NOFO by calling (202) 713-8673 between 9:00 A.M. and 5:00 P.M. EDT or by writing FAS at:

McGovern-Dole Branch Director
1400 Independence Ave. SW, Room 6970
Washington, DC 20250

3. FORM OF APPLICATION SUBMISSION

a. Application Format

Applicants must complete the application in English.

Applicants should:

- Use 12-point font (tables and graphs may have a smaller font as appropriate);
- Type on standard 8.5” x 11” sized paper with 1-inch margins;
- Number each page;
- Cite source information and/or provide an explanation of their analysis;
- Submit their application as a PDF; and
- Adhere to the maximum page limits in [Part D Section 3b: Required Content and Forms](#).

Note: If an application exceeds the page limit for any section, FAS will only review the sections within the page limit.

b. Required Content and Forms

Each application must include the following content and forms within the required (bolded) page limits.

- Introduction and Strategic Analysis – **26 pages** total. FAS suggests (in italics) allocating pages within the Introduction and Strategic Analysis as follows:
 - Summary –**1 page**
 - Country Overview and Context – *4 pages*
 - Strategic Objective 1: Literacy and Education – *8 pages*
 - Strategic Objective 2: Nutrition and Health – *8 pages*
 - Local and Regional Procurement – *3 pages*
 - Cross-Cutting Topics – *2 pages* (or integrated throughout the ISA)
 - Project Map (no page limit restrictions)
 - List of Acronyms (no page limit restrictions)
- Plan of Operation and Activities – **15 pages**
- Sustainability and Lasting Impact – **5 pages**
- Organizational Capacity and Staffing – **8 pages** total
 - Capacity and Staffing – **6 pages**
 - Organizational Chart – **1 page**
 - In-Country Registration – **1 page**
 - Curriculum Vitae for Project Lead (no page limit restrictions)
 - Project-specific Commitment Letters from anticipated subrecipients (if subrecipients are proposed) (no page limit restrictions)
 - Past Performance Reviews (no page limit restrictions)
 - Applicant's most recent Single Audit (no page limit restrictions)
- Monitoring and Evaluation – **25 pages** total
 - Project-Level Results Framework – **6 pages**
 - Performance Indicators – **5 pages**
 - Evaluation Plan – **14 pages**
- Commodity Management – **6 pages**
- Budget – **26 pages** total
 - Standard Budget Summary – **1 page**
 - Budget Narrative – **25 pages**
 - Applicant's most recent approved NICRA agreement (no page limit restrictions) (See [Part D Section 4g: Budget](#) for more on indirect costs)
 - Excel spreadsheet demonstrating how NICRA rates were applied to the budget
 - [SF-424A](#) (See [Appendix I](#) for instructions)
 - [SF- 424](#)

- [SF-LLL](#) Disclosure of Lobbying (Required if Applicant is involved in lobbying activities)

Find additional details on the content of each section of the application below in [Part D Section 4: Content Guidance](#). Applicants should review the content guidance to determine what sections they may submit as attachments and what information they are required to input directly into FAIS. **FAS strongly discourages, and will not consider, any materials submitted by or on behalf of the Applicant other than those materials it specifically requests in this NOFO.**

4. CONTENT GUIDANCE

All McGovern-Dole applications must include the following attachments:

a. Introduction and Strategic Analysis

The Introduction and Strategic Analysis section communicates the need for the project and an overview of how the proposed project will address those needs. Applicants should reserve detailed activity descriptions for the [Part D Section 4b: Plan of Operation](#). The following subsections are required in the Introduction and Strategic Analysis:

- i. Summary
- ii. Main Section
 - Country Overview and Context;
 - Strategic Objective 1: Literacy and Education;
 - Strategic Objective 2: School Feeding, Nutrition, and Health;
 - Local and Regional Procurement.

Applicants must include a project map and a list of all acronyms used in the application. This requirement is an attachment to the Introduction and Strategic Analysis but does not count towards the section page limits.

i. Summary (1 page)

Applicants must provide a one-page summary of the proposed project and how the proposed project meets McGovern-Dole strategic objectives and local needs. This summary must include the duration of the project, estimated costs, number of targeted school-age children, number of direct beneficiaries, number of targeted schools, and the focus of the intervention.

In the one-page summary, Applicants must include their table of estimated costs using the following format:

Table 1: Costs

Cost Type	Total Budget (USD)
Administration	

Activities	
LRP Commodity and Food Purchases	
ITSH	
Total Indirect Costs	
Sub-total FAS Cash	
U.S. Commodity Cost	
Freight Cost	
TOTAL PROGRAM VALUE (not including cost share)	
Cost Share	

All Applicants are required to include costs relating to Internal Transportation, Storage, and Handling (ITSH), the moving of commodities from designated ports or points of entry to storage and distribution sites, as well as costs of storing and distributing all commodities.

ii. Main Section (Total page limit: 25 pages)

In this section, Applicants must analyze country context, needs, challenges, opportunities, and constraints that may impact project implementation and success and then they must explain how the project will effectively and appropriately respond to these contextual factors. This section should explain the strategy behind the intervention and how the project will address the two strategic objectives (Literacy and Education; Nutrition and Health) and Local and Regional Procurement. Applicants should ensure that the strategy and analysis align with their other plans, such as Monitoring and Evaluation and Sustainability and Lasting Impact. If Applicants have been working in the target country, they should describe the challenges they have faced and how they plan to overcome or mitigate these challenges. Applicants should cite relevant sources to support country context and analysis.

Applicants should address the bulleted elements beneath each of the following four sub-sections:

Country Overview and Context, Strategic Objective 1: Literacy and Education, Strategic Objective 2: Nutrition and Health, and Local and Regional Procurement. Applicants should also address the bulleted elements beneath Cross-Cutting Topics, either in a separate sub-section or, as appropriate, included in their discussion of the other four sub-sections.

Note: “Target region” refers to the targeted area within a country where project activities will occur. When referring to Local and Regional Procurement, region refers to multi-country regions within which Applicants may procure commodities.

Country Overview and Context

Explanation of Need: Applicants must include a brief overview of the need for a McGovern-Dole project in the country and must provide information regarding the country's current school

feeding operations and financial commitments if relevant, the length and sessions of a typical school year, and current funding resources.

Method of Choosing Beneficiaries: Applicants must identify the criteria and methodology used to target the geographic area(s) and participant group(s). Where FAS did not prescribe the geographic area or target population in the country specific guidance, Applicants should describe why some target areas or participant groups in the country will receive resources (funds or agricultural products) while others may not. Applicants should consider the following questions when preparing a response:

- Why did they select the geographic area(s) and participant group(s) and what methodology did they use?
- What are the proposed beneficiaries' specific needs?
- Which sources of information did they use (e.g., government agency survey, computer database, interviews, assessments, etc.)?
- Who will they collaborate with to target particular regions, institutions, and beneficiaries?

Target Geographic Area: Applicants must list the geographic areas where they will implement activities. Applicants must include a map to illustrate the activity intervention areas. FAS does not count the map towards the section page limits.

Local Capacity Building: Applicants should explain how they will involve indigenous institutions as well as local communities and governments in activity development and implementation to foster local capacity building and leadership.

Method of Educating the Public: Applicants should state the methods that the project will use to notify consumers in the target country about the project funding source.

Previous Projects: If Applicants are already implementing McGovern-Dole programming or other programming in the country, Applicants should describe challenges they have faced, opportunities they have had, and how they intend to address or mitigate challenges and build upon the opportunities in a continuation project or a new project.

Strategic Objective 1: Literacy and Education

Explanation of need: Applicants must provide context regarding education, literacy, teacher training, parent-teacher associations, and community infrastructure in the country target area. Applicants should provide an overview of literacy- and education-specific needs, challenges, and gaps experienced by communities in vulnerable or marginalized situations, reflecting inequities related to gender or disability status and informed by the analysis of Cross-Cutting Topics.

Overview of Context: Applicants should describe any education-related programs, policies, interventions, and strategies that other stakeholders (target country government, USG and other public and private donors, private sector, etc. including those USG Agencies involved in the USG Strategy on International Basic Education) are implementing. Applicants should include information on how the project will coordinate with these stakeholders.

Coordination: USG Strategy on International Basic Education and the Memorandum of Understanding between USDA and the United States Agency for International Development (USDA-USAID MOU) (see Appendix C), Applicants must demonstrate strategic program coordination and complementarity in countries where both McGovern-Dole and USAID have active or planned activities and leverage “lessons learned” or best practices where applicable. This could include coordination on the following:

- Geographic location, including co-location of McGovern-Dole and USAID activities where feasible (if not feasible, explain why)
- Evidence-based standards, benchmarks, policies, and curriculum
- Teaching and learning materials
- Teacher training and coaching
- School administration
- Regular assessments to inform instruction
- Extra reading practice and support outside of school
- Monitoring and evaluation
- Use of the [USAID Reading MATTERS Conceptual Framework](#)

Applicants should describe engagement with relevant education stakeholders, including but not limited to government offices and officials, school leadership, parent teacher associations, local non-governmental organizations, local book chain actors, and other donor agencies.

Commitment to Education: Applicants must verify and note the host government’s commitment to work, through a national action plan, towards the goals of the World Declaration on Education for All ([Jomtien Declaration](#), and the follow-up [Dakar Framework for Action](#) of the World Education Forum).

Strategy: Applicants must provide an overview of their literacy implementation strategy (they should include the detailed activity description in the Plan of Operation). Strategies must:

- Adhere to evidence-based approaches and best practices that sustainably improve reading and literacy outcomes for all learners.
- Demonstrate an understanding of the local system’s reading and literacy needs and barriers and propose tailored, contextually relevant, locally advised, and evidence-based interventions.
- Ensure that they design inclusive reading and literacy approaches which are guided by Universal Design for Learning and sustain positive literacy and reading outcomes after the McGovern-Dole project ends. If feasible, Applicants should also consider co-locating with a USAID-funded education activity.
- Design activities to improve basic reading and literacy skills as part of a holistic approach to ensure that disadvantaged children are physically, nutritionally, and cognitively fit to succeed in school. For more information on local systems, see USAID’s Local Systems: A Framework for Supporting Sustained Development.

Strategic Objective 2: Nutrition and Health

Overview of Context: Applicants must provide information regarding health, nutrition, and WASH conditions in the target area. Country, or both. Applicants should include information on:

- The nutritional context of the target population, including typical diet and cultural feeding practices, dietary quality issues and nutrient gaps, and nutrition issues of the school children and any other beneficiaries if they propose MCN activities.
- Malnutrition and morbidity rates among school children if available.
- National and subnational nutrition strategies and policies.
- The health system and how it interacts with the school system in the proposed target area(s).
- Micronutrient fortification, biofortification and supplementation at the national level and in the proposed target area(s).
- The target population's access to safe water and sanitation facilities as well as sanitation and hygiene practices and behaviors.
- Current efforts in the proposed target areas to mitigate the spread of parasitic disease through deworming, including helminth infection rates.

Coordination: Applicants should include a description of any nutrition programs, policies, interventions, and strategies that other stakeholders (e.g., government of target country, USG and other public and private donors, private sector, etc.) are implementing in the target country, such as activities related to school feeding, MCN, community-based nutrition, and WASH, and how they intend to coordinate with some of these stakeholders.

Strategy: Applicants should describe their implementation strategy for contributing to Strategic Objective 2.

Providing school meals must be a central part of all McGovern-Dole projects. Applicants must briefly list the U.S. and local and regionally procured (LRP) commodities they plan to use in their project and describe the nutritional and cultural appropriateness of the selected commodities. Applicants will provide further detail in the Ration Justification within Part D [Section 4b: Plan of Operation.](#)

Applicants must propose tailored, contextually relevant, and evidence-based nutrition-specific and -sensitive approaches. Examples of complementary activities that may support nutrition include but are not limited to, WASH, school gardens, micronutrient supplementation, nutrition and health education, deworming, etc. FAS encourages Applicants to collocate their nutrition and health efforts in the same communities and target areas as schools. Applicants must describe how they will coordinate these activities with the school meals component.

Applicants must analyze how requirements for households to donate foods for school feeding may affect vulnerable families' household food security and how heavy voluntary workloads associated with running the school feeding program may affect the nutritional status of vulnerable children, women, and families.

If contextually appropriate, Applicants may address MCN. Illustrative examples of MCN activities include but are not limited to early childhood development centers; growth monitoring

and promotion; take-home rations; and social and behavior change interventions. Applicants must describe how their project would align and coordinate with existing MCN policies, strategies, institutional structures, and programs at the country's national and sub-national levels.

In areas with high helminth infection rates, i.e., 20 percent or more of the population, and where other actors are not implementing deworming activities, Applicants must describe a strategy to implement school-based deworming in target schools or describe current deworming activities that are already taking place.

Anthropometric Measurements: FAS encourages Applicants to collect anthropometric measurements to build capacity and better understand both the impact of school meals on children's nutritional status and the utility and feasibility of anthropometry in school settings. FAS encourages Applicants to collect anthropometric measurements for all, or a subset of, school children at the start and end of each school year. Applicants may use measurements, such as weight-for-height, weight-for-age, body mass index (BMI), BMI-for-age, or middle upper arm circumference, and should follow best practices for this age group. Applicants should explain how they will use the data from these measurements, include anthropometric indicators in the monitoring and evaluation (M&E) section, and describe how they will implement these activities in the Plan of Operation. The health or school system may collect anthropometric measurements as appropriate, and Applicants may propose to build in-country capacity toward this end. Applicants may propose piloting anthropometric measurements in a subset of students to better understand the feasibility and utility of this activity.

Local and Regional Procurement

Applicants must include local or regional procurement of agricultural commodities. Applicants are strongly encouraged to allocate approximately ten percent of the total proposed federal award amount for local and regional procurement component.

Applicants should include information regarding:

- the availability of diverse, nutritious, and high quality local or regional agricultural commodities;
- the feasibility of procuring local or regional agricultural commodities at a reasonable market price;
- the capacity of local or regional producers or vendors to meet the increased demand for agricultural commodities; and
- existing or potential market linkages to schools in the target area(s).

Seasonality: Applicants should demonstrate that they considered the seasonality of the selected commodities and verified their availability in sufficient quantities at appropriate times in the school calendar.

Market Analysis: Applicants should demonstrate, through a market analysis, that local or regional procurement will not result in commodity shortages, increased prices for low-income consumers, or negatively impact local markets in any other way.

Strategy: Applicants should describe how local and regional procurement will contribute to the implementation strategy. Applicants could use local and regional procurement to:

- mitigate pipeline breaks;
- transition from the USDA-donated commodity to enhance project sustainability;
- improve dietary diversity of beneficiaries by incorporating fresh fruits and vegetables, animal source foods, biofortified crops, etc. into the ration;
- target specific populations, e.g., pregnant and lactating women and children under five; and
- build community economics and create new markets.

FAS encourages Applicants to propose contextually appropriate and feasible uses for locally and regionally procured commodities and are not limited to the examples above. Applicants must still include U.S. donated commodities in the project, which are integral to McGovern-Dole in reaching a significant number of beneficiaries.

To improve nutrition and dietary diversity, FAS encourages Applicants are encouraged to complement U.S. donated commodities with locally procured fruits, vegetables, animal-source foods, biofortified crops, and fortified products.

Cross-Cutting Topics

In-Country Constraints: Applicants must identify specific in-country constraints, including the potential risks related to weather variability and water availability that could obstruct the project's efforts to address identified needs.

Applicants must include information on climate change's current impacts on food security and food systems in the country, especially its impact on school-age children.

Gender Analysis: Applicants should include information on their plans for integrating gender throughout the project cycle, at minimum describing their gender analysis or assessment methods. FAS encourages Applicants to submit, at minimum, a gender-sensitive application, which should describe how their interventions will consider gender differences in the local context, minimize gender inequities, and contribute to child safeguarding.

- Applicants should describe gender in the context of the country and target areas, including how gender affects the project and how the project can mitigate inequities through a gender-sensitive approach.
- If the interventions include volunteer or uncompensated support from the community, Applicants should analyze the impact of such contributions on the households and individuals involved and assess their longer-term sustainability.

Climate: FAS encourages Applicants to include information on how proposed activities will account for climate change vulnerabilities. FAS encourages Applicants to propose climate-informed interventions, such as fuel-efficient stoves, climate-smart agriculture adaptations to school gardens, adapted WASH infrastructure, and climate resilience committees.

b. Plan of Operation (Page limit: 15 pages)

Applicants must use the Plan of Operation section to provide details on the activities they intend to carry out through the proposed project. Applicants should limit information on why an activity is necessary to the Introduction and Strategic Analysis. FAS provides a suggested template for activity descriptions in [Appendix K](#).

Activity Descriptions: This section must include a list of each of the activities included in the project, with a brief statement of the objectives of each activity, the anticipated number of beneficiaries, a description of the activity, including the steps involved in its implementation, and the anticipated timeline. Applicants should address how they will overcome anticipated challenges during the implementation period.

Proposed activities must align with the needs and intervention approaches the Applicant identifies in their Introduction and Strategic Analysis. The activities should accurately capture the project scope, beneficiaries, and deliverables. Furthermore, this section must detail how each activity will lead to the results the Applicant includes in the [Part D Section 4ei: Project-Level Results Framework](#). Applicants should indicate whether their organization or a subrecipient will implement each activity. Applicants who are past or current McGovern-Dole implementers should describe successes and challenges from their previous experiences and efforts they will take to improve project implementation. FAS encourages Applicants to propose approximately 10-15 focused activities as part of a McGovern-Dole project, with clear activity titles, preferably utilizing the standard activity titles in FAIS. FAS discourages Applicants from including a very small number of activities with multiple sub-activities.

i. Ration Justification

Applicants should also include a Ration Justification with details of the proposed basket of U.S. and LRP commodities and their use in school feeding. Applicants should include the Ration Justification in the same activity as provision of school meals.

Applicants' school feeding activities, in support of McGovern-Dole Results 1.2.1.1, 1.3.1.1, must contribute to the nutritional needs the Applicant identifies in the Introduction and Strategic Analysis. Applicants must offer at least three food components and FAS encourages them to add seasonal vegetables, fruits, and/or animal-sourced proteins to enhance the nutritional composition of the ration, encourage dietary diversity, and teach children about nutrition and healthy eating. LRP rations should complement the U.S.-donated commodities to fulfill nutrient requirements and promote dietary diversification. Applicants may consider providing a chart as an attachment to illustrate the ratio of food needed compared to the number of children, and show preparation instructions that cooks must follow (FAS will not count this chart towards the page limit of the Plan of Operation).

Applicants must provide the following information in the Ration Justification:

- What the ration will consist of (i.e., the combination of U.S. donated commodities, locally and regionally procured foods, or community-donated foods);

- How often (per week, month, etc.) the ration will be provided,
- How the Applicant will ensure that each child receives his/her/their food portion under bulk cooking situations;
- How the requested commodity and ration size will address the beneficiaries nutritional deficiencies;
- How any fortified foods will address identified nutrient gaps and complement existing micronutrient delivery policies and programs;
- What the pre-cooked and cooked ration will include (e.g., 100g of Corn-Soy Blend Plus (CSB+) per serving per child equals about three portions of cooked porridge). For the school-feeding ration, the goal is to meet the age appropriate 1/3 of the daily requirement if one meal is provided, breakfast or lunch, and/or 1/4 of the daily requirement if a snack is provided. Therefore, Applicants must explain the intended per serving age-appropriate nutritional contribution from the ration, including calories, protein, carbohydrates, and key micronutrients;
- Why the project is using less than three food components, if applicable;
- How the project has considered seasonality of the selected commodities, including verifying that sufficient quantities and storage (if applicable), will be available at times that align with the school calendar; and
- What the ration size and nutritional contribution of MCN rations will consist of, including calories and nutrients, if applicable.

c. Sustainability and Lasting Impact

Applicants must explain:

- How the benefits of school feeding, education, enrollment, and attendance of children in schools in the targeted communities will be sustained when assistance under McGovern-Dole terminates; and
- The estimated period of time required until the target country or the Applicant would be able to sustain the program without additional assistance under McGovern-Dole.

Timeline: Applications should include a detailed timeline that shows the project's progression towards graduation with measurable and achievable targets at each stage, including work with any public, private, and local entities. If the graduation of an activity to the target country government, community, or another eligible organization is not imminent, Applicants must explain the barriers to graduation.

Previous Projects: If Applicants propose continuing an existing project, they must clarify if the project will implement activities with the same beneficiaries towards the same long-term goals as the prior project and how they will build upon previous results to demonstrate progression towards sustainability and graduation. Furthermore, Applicants should demonstrate any prior successes regarding graduation of food assistance, education, or nutrition projects, especially those funded by USG agencies.

Collaboration: Applicants should include information on their plans for collaboration with the target country and efforts to build government capacity to take over the activities. Applicants are strongly encouraged to enter a MOU with the government detailing a path forward to sustainability.

d. Organizational Capacity and Staffing

Applicants must clearly demonstrate organizational capabilities to develop, manage, implement, monitor, report, and provide for accountability and sustainability for the proposed project in the target country. Applicants must also describe their project management capability and experience in implementing food assistance projects (e.g., experience with literacy, agriculture, nutrition, or logistics and procurement projects), including experience within the country.

The Organizational Capacity and Staffing section should include the following:

i. Staffing Plan

Applicants should include a staffing plan for the project that demonstrates the technical and regional or national expertise required for efficient and effective project implementation, administration, and management. The staffing plan should include a brief description of staff positions and levels of experience. FAS does not require descriptions for service-level staff, such as cleaning staff. The staffing plan should be as cost effective as possible. The staffing plan should demonstrate a solid understanding of key technical and organizational requirements and an appropriate mix of skills, while avoiding excessive staffing. Applicants must also identify key personnel positions in the staffing plan. The Applicant's key personnel should be managers with general responsibilities for implementation of the agreement, such as the country director, finance director, and chief of party, as well as critical technical staff for specific activities under the agreement, and other relevant positions according to the organization's internal policies. Applicants should refer to their organization's internal administrative policies for determining key personnel. If appropriate for project implementation, Applicants may designate staff of proposed subrecipients as key personnel.

Subrecipients: FAS will only be responsible for monitoring the Recipient and any changes in its key personnel. Recipients will be responsible for monitoring any subrecipient(s) and any subrecipient key personnel issues or changes. FAS may request changes to the final staffing plan during award negotiation or project implementation.

Applicants must identify any subrecipient that would be involved and provide a description of each subrecipient's responsibilities. Subrecipient means an entity that enters into a sub-agreement with a Recipient for the purpose of implementing in the target country as described in an agreement. Such an entity would receive commodities, FAS-provided funds, program income, sale proceeds, or other resources from the Applicant to use for this purpose and would be accountable to the Applicant for the use of such commodities, funds, program income, sale proceeds, or resources. Applicants must include the subrecipient's unique entity identifier number in the description.

ii. Organizational Chart (1 page)

Applicants must include an appropriate and adequate organizational chart identifying all proposed positions, including positions within subrecipients, that will be involved in implementing the project. Applicants must also identify all key personnel positions.

iii. In-Country Registration (1 page)

Applicants must disclose their registration status in the targeted country. Applicants not registered must include a plan to become registered and a timeline to complete the registration process.

iv. Other Attachments

Project-specific commitment letter (submitted as a separate attachment, no page limit)

Applicants must include a project-specific commitment letter from each proposed subrecipient. These project-specific commitment letters should be separate attachments beyond the six-page Organizational Capacity and Staffing section. FAS discourages submission of, and will not review, project-specific commitment letters from the target country government unless the target country government is a proposed subrecipient.

Curriculum Vitae (CV) (submitted as a separate attachment, no page limit)

Applicants must attach the CV for any person in a key personnel position with major oversight of the proposed project, e.g., the Chief of Party, Country Director, or Program Manager. The CV must clearly demonstrate the person's relevant work experience and qualifications for the position.

Past Performance Reviews (submitted by references via the PPDED@usda.gov inbox, no page limit)

Applicants should identify references for at least one and no more than three grants, cooperative agreements, or contracts they have implemented. Each reference should complete a Past Performance Review form (see [Appendix G](#)) and submit it to ppded@usda.gov by the closing date of the announcement. When selecting references to submit past performance review forms, Applicants are encouraged to select references with knowledge about their past performance of projects that are similar in scope and size to the programming in their current application, including those grants, cooperative agreements, contracts that the Applicant implemented in the proposed target country or that the Applicant specifically mentions in the Introduction and Strategic Analysis section. Applicants are encouraged to include at least one review from a reference with knowledge of their performance from a past or active award outside of the McGovern-Dole International Food for Education and Child Nutrition Program, Local and Regional Procurement Program, or Food for Progress (FFPr) Program. Applicants may not request references from current staff in FAS's McGovern-Dole Branch.

If a proposed subrecipient will receive 30 percent or more of the proposed operating budget, the Applicant must submit one Past Performance Review for the subrecipient to ppded@usda.gov by

the closing date of by the closing date of the announcement. FAS will confirm receipt of this review. If applicable, Applicants should provide one Past Performance Review for the subrecipient in addition to the Applicant's references. FAS will confirm receipt of all Past Performance Reviews received via ppded@usda.gov.

e. Monitoring and Evaluation

FAS requires all Applicants to include the following monitoring and evaluation documents in the application:

- Results Framework (RF) (graphic and narrative)
- Performance Indicators Table
- Evaluation Plan

i. Results Framework (6-page limit)

The RF must clearly identify how the proposed project will contribute to the McGovern-Dole program-level results framework, as shown in [Appendix F](#). A project-level results framework has two components:

Theory of Change

A graphical representation of the project's theory of change. The suggested length of the graphical RF is 2-3 pages. A strong graphical RF should:

- Use the McGovern-Dole Program-Level RF as the basis of the Project-Level RF.
- Identify which results in the Program-Level RF the proposed project will contribute to and which results it will NOT contribute to.
 - A single project is not expected to contribute to all results in the program-level RF. Projects typically contribute to a subset of program-level results, and may also contribute to custom results, reflecting the specific country and programmatic context of the proposed project. The number of results the project contributes to will not be a factor in application evaluation.
- Display the project's proposed activities and align each with the result(s) the activity will help achieve. Applicants should use short, descriptive activity titles so that readers have enough information to understand how a proposed activity will logically lead to a result.
- Include the names of any external entities the Applicant will coordinate with to achieve a result, e.g., USAID or a target government ministry. Applicants are responsible for subrecipients' work, so they are not required to identify them separately in the RF.
- Add custom results, beyond the results available in the program-level RF, to communicate additional results the proposed project is designed to achieve. Applicants should use the LRP Program's Program-Level RF ([Appendix F](#)) as a starting point to identify the specific desired result of proposed local and regional procurement activities and should add custom results as needed. Applicants that

propose maternal and child nutrition activities should add additional, complementary results to their Project-Level RF. They should also link these activities to existing results including intermediate result, “Increased knowledge of nutrition” (McGovern-Dole 2.3), and objective, “Increased use of Health, Nutrition and Dietary Practices” (McGovern-Dole SO2) as relevant.

Narrative Text

The narrative text should articulate the project’s theory of change and describe the cause-and-effect linkages reflected in the Introduction and Strategic Analysis section. The suggested length of the narrative is 3-4 pages. A strong narrative should:

- Reference existing research to support the described cause-and-effect linkages.
- Identify critical assumptions that support the theory of change. Critical assumptions are external conditions that are necessary for success of the project, but over which the project implementers have little or no control. Critical assumptions that have a high probability of occurring and, if realized, will prohibit the project from achieving its desired results are defined as “killer assumptions.” Generally, projects should not have killer assumptions.
- For each McGovern-Dole program-level result that the proposed project will not contribute to, explain why.

Overall, the Project-Level RF should reflect sound, causal thinking. The project logic should follow a chain of cause-and-effect relationships with no significant causal gaps or large leaps from one level in the causal hierarchy to the next. Proposed activities should be sufficient to produce outputs, achieve initial and intermediate results, and contribute to strategic objectives. If activities do not align with results, Applicants should remove them and revise the proposal to include activities that directly support results.

ii. Performance Indicator Table (5-page limit)

Applicants must submit a table of both standard and custom performance indicators for their proposed project results. Performance indicators identify how to recognize the success of the project and help to clarify results. For each indicator, the Applicant must identify a baseline value (where possible), annual targets for each year of the project, and a life of project target. Applicants should include, at a minimum, these columns in the table: Performance Indicator, Standard or Custom, Baseline Value, Year X, Year Y, etc. Targets (numbers to correspond to each year in the project), and Life of Project Target. The indicator table should be no more than 5 pages.

[Standard McGovern-Dole performance indicators](#) are required, where appropriate. Each result included in the proposed project should have one or more corresponding indicators in the indicator table. If an Applicant addresses a result that has a corresponding standard indicator, it must include the standard indicator in its table. If the Applicant believes that the corresponding standard indicator is not applicable to its project, the Applicant must provide a brief explanation of why the indicator is not appropriate in a footnote at the bottom of the table. When a standard

indicator is not available for a proposed project result, the Applicant should include a custom indicator for that result. Custom indicators proposed for a project should be a mix of output and outcome indicators, in alignment with the result level(s) they reflect. As described in the [monitoring and evaluation policy](#), custom indicators should also meet the criteria of being direct, objective, adequate, and practical. FAS does not require a specific number of indicators per result; however, the proposed indicator table should include sufficient indicators to monitor the project's performance in achieving each result.

Indicator considerations for McGovern Dole include the following:

Local and Regional Procurement Indicators

The Applicant must propose indicators that reflect the desired results of the LRP component of their project. Applicants should include three indicators in their application:

- (LRP Standard Indicator 4) Cost of transport, storage and handling of commodity procured as a result of USDA assistance (by commodity)
- (LRP Standard Indicator 5) Cost of commodity procured as a result of USDA assistance (by commodity and source country)
- (LRP Standard Indicator 6) Quantity of commodity procured (MT) as a result of USDA assistance (by commodity and source country)

Applicants are encouraged to review the USDA LRP standard indicators where relevant and use them as a basis for preparing proposed custom indicators for the LRP component of the project.

Complementary Foods

Applicants are required to track complementary school feeding components by adding one or more custom indicators. This includes plans to procure food locally or regionally (see above) or via project activities such as school gardens or partnerships with other entities. Potential custom indicators may include, but are not limited to: the number of meals provided that include fruits, vegetables, legumes, and/or animal-sourced foods in addition to U.S.-donated commodities; the number of kilograms of fruits, vegetables, legumes, and/or animal-sourced foods the project provided in addition to U.S.-donated commodities; and the number of children who received [x] or more meals per week that include fruits, vegetables, and/or animal-sourced proteins in addition to U.S.-donated commodities.

Nutritional Status Indicators

If Applicants propose to collect anthropometric measurements for school children under the Plan of Operation, they should also propose custom indicators that reflect the anthropometric measures, e.g., percent of children with low BMI, percent of children who are underweight, percent of children with normal Middle Upper-Arm Circumference etc. These measurements may contribute to formative research and the resulting data may help the project identify school children's nutritional challenges and ways it can adapt the ration and other activities to address them. Recipients may be able to use the data collected at the start and end of each school year to assess whether the project is having an impact on children's nutritional status. External

evaluators may analyze the anthropometric data collected to produce findings or recommendations related to nutrition. Applicants may also propose piloting anthropometric measurements in a subset of students. Finally, if anthropometric measures are not feasible or appropriate in the proposed context, Applicants should propose other custom indicators that reflect desired nutrition changes. Proposing nutrition-specific indicators may enable Recipients to determine the nutritional status of the children at the start of the project more specifically and whether activities are achieving the intended results.

Maternal and Child Nutrition

Applicants must propose custom indicators following global best practices for nutrition monitoring and evaluation to measure any proposed MCN results that the [McGovern-Dole standard indicators](#) do not already address. Applicants should review relevant USG maternal and child nutrition indicators to identify applicable, established indicators if custom indicators are needed.

iii. Evaluation Plan (14-page limit)

Applicants must submit a draft evaluation plan. Each evaluation plan should include a comprehensive approach to evaluating the project's performance and impact. Please review the International Food Assistance Division's [Monitoring and Evaluation Policy](#) for information that will shape the evaluation plan. For example, note that, Recipients will be required to hire external evaluators to conduct project evaluations. Applicants should develop the evaluation plan as a stand-alone document that they can share with interested entities and the public. This evaluation plan must include the following information:

Introduction

Provide a brief description of the purpose of the evaluation plan and how it will be used by the project and other entities with which Applicants intend to work.

Project Overview

Provide a summary description of the project strategy including the project strategic objectives and expected results. Applicants can reference the Project-Level RF and the overview should provide a brief description of the project activities and corresponding targeted project beneficiaries. The project overview will provide important context to the evaluation plan and methodology proposed.

Evaluation Approach and Methodologies

Describe the overall evaluation approach including how the Applicant will cooperate in the design of evaluations to ensure a participatory process, and the quantitative and qualitative evaluation methods that the Applicant will use throughout the project. An evaluation approach may include repeat cross-sectional designs or panel studies and consist of direct observations, key informant interviews, focus group discussions and secondary data analysis. The Applicant should describe these methodologies in detail, including sample design, expected sample sizes, and key informants.

Applicants should also describe the strengths and weaknesses in the proposed methodology for measuring impact and assessing attribution. If Applicants are proposing an impact evaluation, the evaluation plan should identify the proposed design (experimental or quasi-experimental) and method of attribution (e.g., a randomized control trial, difference-in-differences, or propensity score matching). If the project will not include an impact evaluation, it should provide a justification for why not and describe how the methodology will assess contribution. A good evaluation plan will demonstrate why the evaluation approach is appropriate to the project context and how that evaluation design will be useful for project learning.

Baseline Study

Provide a description of the plan to establish performance indicator baseline information and targets that the project will use to measure performance and report to FAS on a periodic basis. Recipients will collect baseline data for two purposes: (1) to measure progress on performance indicators and (2) to assess project outcomes and impacts using evaluation methods. Applicants will also specify who will conduct the baseline, the timeline, and how the project plans to use the baseline findings.

Midterm Evaluation

Provide a description of the project's midterm evaluation strategy and activities. Applicants should identify the purpose and scope of the evaluation, preliminary key evaluation questions, methodology, and key audience for the evaluation. They should also include a timeline for key evaluation activities and a description of how the project will use the evaluation findings and recommendations.

All projects should include questions in the midterm and final evaluations that aim to assess the project's effect on improving early grade reading outcomes of school-age children, including how the project intends to measure changes in reading outcomes, particularly the use of a context-appropriate early grade reading assessment. Evaluation plans should also address how to measure the use of health, nutrition, and dietary practices.

Final Evaluation

Provide a description of the project's final evaluation strategy and activities. Applicants should identify the purpose and scope of the evaluation, preliminary key evaluation questions, methodology, and the key audience for the evaluation. They should also include a timeline for key evaluation activities and a description of how the project will use evaluation findings and recommendations.

Alignment with the McGovern-Dole Learning Agenda

FAS advises Applicants to review the [McGovern-Dole Learning Agenda](#). Applicants must include a short section in their evaluation plan explaining which question(s) in the Learning Agenda their proposed evaluations, special studies, or both will address. The Applicant should explain in this section how the proposed research will address the question(s), which may

include, for example, specifying the methods that the Applicant will use to generate evidence on a specific question.

Learning

Briefly describe the project's dissemination strategy for improving the knowledge base and sharing evaluation findings and lessons learned. Applicants should describe how they intend to use evaluation findings, ideally including examples of how they have used findings or evidence in similar contexts, and potentially referencing their organization's overall learning culture.

Special Studies (where applicable)

Applications may include plans to conduct special studies focused on a particular intervention, sector, or thematic area that may aid Applicants in identifying project effectiveness, impact, or lessons learned complementary to the required midterm and final evaluations. Applications may also conduct qualitative or anthropologic studies that help to triangulate evaluation information, provide context to evaluation findings, or offer a better understanding of evaluation findings.

Evaluation Management

Briefly describe an evaluation management structure that reflects standards and principles of evaluation independence and credibility. Applicants should describe whether their organization maintains an evaluation unit, and if so, where it is located and how it will be involved in managing project evaluations. The evaluation plan should also address the roles and responsibilities of other entities the project will work with and key interested parties it will consult throughout the evaluation process. Applicants should include more detailed descriptions of the roles and responsibilities of their Monitoring and Evaluation staff in the staffing plan and organizational chart as [Part D Section 4b](#), Plan of Operation describes above.

Evaluation Budget

Applicants must allocate, at a minimum, three percent of the operating budget (Grand Total Costs) towards monitoring and evaluation. Applicants must not include cost share in the operating budget (Grand Total Costs) when calculating the required investment. The three percent minimum excludes monitoring and evaluation staff salaries and staff travel and the required annual market study. Examples of items that count towards the three percent minimum investment are costs of designing a monitoring database, database licenses, infrastructure for data collection such as tablets, and external contracts for evaluations and special studies. For evaluation plans that include conducting impact evaluations, FAS expects costs to range between five and ten percent of the operating budget (Grand Total Costs). Applicants should include a short table showing the monitoring and evaluation budget broken down into key line items, including separate lines for the baseline, midterm and final evaluation costs. Applicants should also include a summary of the monitoring and evaluation budget in the General Explanatory Comments section of the Budget Narrative (See [Appendix E](#)).

f. Commodity Management

i. Commodity List

Each application must include lists of requested commodities (one for U.S. donated and one for locally or regionally procured commodities) that includes the information below. All U.S. donated commodities must adhere to food safety standards established by the U.S. Food and Drug Administration. All locally or regionally procured commodities must adhere to the food safety requirements in [7 CFR section 1599.6](#). Applicants are responsible for complying with commodity import laws in target countries. Applicants are encouraged to consult with FAS Posts regarding necessary import documentation and approval procedures, especially for products that are derived from genetically engineered crops.

U.S. Donated Commodity

For U.S. donated commodities, Applicants must provide the following information:

- U.S Commodity (e.g., Fortified Rice, 5/20 Long Grain, Well Milled)
- Total Quantity MT (Metric Tons): Tonnages should be whole numbers only and in multiples of ten.
 - Applicants must calculate the quantity of each commodity using the following formula: $\text{MT of each commodity} = (\text{Grams per student per day} \times \text{Total number of students receiving commodity} \times \text{the Number of days the project will provide the ration}) \div 1,000,000$. For example: 100,000 students receive 100 grams of CSB+ per student over a 180-day school year term. The total tonnage of CSB+ required for that year is 1,800 MT.
- Commodity Usage: Applicants should specify how the project will use the commodities for direct feeding. The direct feed option includes take-home rations. Barter and Food for Work are also options, but FAS only considers them under extraordinary circumstances.
- Package Size/Type (e.g., 25/50 kg bag/ Packaged in 6/4-liter cans or 20-liter pail))
- Estimated Delivery to U.S. Port (Month and Year)
- Destination Port/Country

Locally and Regionally Procured Commodities

For locally and regionally procured commodities, Applicants must provide the following information:

- Commodity: FAS encourages Applicants to list specific commodities (e.g., cowpeas, eggs (chicken), orange-fleshed sweet potatoes) or at minimum, a specific food group (e.g., fresh vegetables; fresh fruits), but strongly discourages Applicants from combining all LRP commodities together (e.g., fresh fruits, vegetables, and eggs).
- Total Quantity MT: Applicants should follow the same calculation method as shown above for U.S.-donated commodities.)
- Commodity Usage: Applicants should specify that the project will use the commodities for direct feed. The direct feed option includes take-home rations. Food

for Work is also an option, but FAS only considers it under extraordinary circumstances.

- Package Size/Type
- Estimated Arrival to Destination Country (Month and Year)
- Country of Origin²

Table 2: The recommended format for locally and regionally procured commodities.

Commodity	Total Quantity Metric Tons	Commodity Usage	Package Size/Type	Estimated Arrival to Destination Country	Country of Origin

ii. Procurement Method for Locally and Regionally Procured Commodities

Procurement Method

Applicants must describe the project’s chosen procurement method for local and regional agricultural commodities and provide a justification. Food vouchers and cash-based transfers are not allowable procurement methods under McGovern-Dole’s local and regional procurement component.

Regulatory Compliance and Food Safety Standards

The Applicant should ensure that the project will not procure commodities from actors that Office of Foreign Assets Control (OFAC) includes on their [Specially Designated Nationals And Blocked Persons List Human Readable Lists](#).

Applicants must demonstrate how they will comply with 7 CFR part 1599 for local or regional procurement. In accordance with [7 CFR part 1599.6\(b\)\(7\)](#), if the Applicant procures qualified³ commodities through a competitive tender, it must specify the minimally acceptable commodity

²“Country of Origin” is defined as “the country in which procured commodities were produced” (7 CFR section 1599.2. Please note the following regulatory provisions: 1) [7 CFR Section 1599.6\(b\)\(5\)](#): If the recipient procures an unprocessed commodity, it must ensure that the commodity has been produced either in the target country or in another developing country within the target region. 2) [7 CFR Section 1599.6\(b\)\(6\)](#): If the recipient procures a processed commodity, it must ensure that the processing took place, and the primary ingredient has been produced, either in the target country or in another developing country within the target region. The primary ingredient is determined on the basis of weight in the case of solid foods, or volume in the case of liquids.

³Salt is not a qualified agricultural commodity and therefore cannot be included as part of the calculated local and regional procurement component. Alternatively, the purchase of salt can be an allowable activity cost or cost share contribution, if Applicants demonstrate that the use of salt would enhance the effectiveness of the proposed activity

specifications and food safety and quality assurance standards in the tender. Purchases from commercial wholesalers in a local or regional market must meet the food safety and quality assurance standards specified in [7 CFR section 1599.6\(b\)\(2\), \(3\), and \(4\)](#).

Applicants may propose LRP only in developing countries, as defined in 7 CFR section 1599.2, that are either the target country (local procurement) or located in the target region, as defined in 7 CFR section 1599.2 (regional procurement). For the purposes of commodities that are regionally procured, a country that is included among the “Low-Income Economies,” “Lower-Middle-Income Economies,” or “Upper- Middle-Income Economies” on the [World Bank Country and Lending Groups list](#) Applicant should demonstrate that the proposed procurement method is feasible and complies with applicable regulations.

Processed and unprocessed locally and regionally procured commodities must satisfy the target country’s relevant nutritional, quality, labeling, and food safety standards of the target country as determined by the U.S. Secretary of Agriculture. If the Secretary has determined that the target country does not have nutritional, quality, labeling, and food safety standards for a commodity that the project will procure locally in that country or procure regionally and shipped to the country for distribution, the Recipient must ensure that, when it procures such commodity, the commodity complies with the [Codex Alimentarius Recommended International Code of Practice: General Principles of Food Hygiene CAC/RCP 1-1969 Rev 4-2003](#), including Annex *Hazard Analysis and Critical Control Point System and Guidelines*. Applicants must demonstrate that they have considered how to meet the standards and have plans or protocols in place to meet them during project implementation.

Applicants must ensure that if they procure cereals, groundnuts, or tree nuts, or food products derived from or containing cereals, groundnuts, or tree nuts, they test for aflatoxin and have the moisture content certified. The maximum acceptable total aflatoxin level is 20 parts per billion per the U.S. Food and Drug Administration action level for aflatoxin in human foods.

Transportation and Storage of U.S. Donated and Locally and Regionally Procured Commodities

Applicants must:

- Provide a clear description of proposed port, transportation, storage, and warehouse capacities in sufficient detail to demonstrate their capability to handle the requested commodities without undue spoilage or waste.
- Provide a clear description of inland transportation and handling procedures from the receiving port or procurement markets to distribution points.
- Address warehouse security, safety, storage and commodity handling practices, and fire prevention and protection.

Applicants should be advised that FAS requires 24-hour security at warehouses and surrounding premises while there are commodities on site and budget accordingly.

Applicants should be advised that cargo preference applies to both U.S. donated commodities and locally or regionally procured commodities that require ocean transportation.

Processing or Packaging

Applicants must:

- Provide information on any reprocessing or repackaging of the requested commodities that would take place prior to the distribution, sale, if monetized, or barter (see [7 CFR section 1599.5\(d\)\(2\)\(viii\)](#)).
- Indicate if there will not be any reprocessing or repackaging of the requested commodities.
- Request additional commodity packaging if the Applicant anticipates that it might be needed in case of damage during shipping or internal transportation. FAS recommends Applicants add an additional two percent to the requested number of bags or cartons needed for commodity packaging.

Duty-Free Entry

Applicants must:

- Indicate that the project will import and distribute USDA-funded commodities for direct distribution free from all customs, duties, tolls, and taxes (see 7 CFR Section 1599.9(a)). Applicants should cite any information or written documentation that supports this.
- If the commodities will not enter duty free, indicate who will be responsible for paying any applicable customs, duties, tolls, or taxes and if this payment will affect the amount of proceeds realized from any sale if commodities are monetized. FAS will not pay for any customs, duties, tolls or taxes on USDA-funded commodities.
- Outline any additional steps taken to ensure seamless entry into the target country and each country en route, including the payment of local expeditors or agents.

Economic and Market Impact

Applicants must:

- Assert that, to the best of their knowledge, the importation, if applicable, and distribution of the USDA-funded commodities in the target country will not result in a substantial disincentive to or interference with domestic production or marketing in that country.
- Describe why the U.S.-donated commodities will not displace or interfere with any sales of U.S. commodities that may otherwise be made to or within the country
- Demonstrate that any local or regional procurements are unlikely to do discernible economic harm to key market actors, such as producers, buyers, distributors, and consumers, and that the commodities can be procured without a disruptive impact on farmers and producers located in, or the economy of, the country or any country in the region.

- Assert that the commodities can be procured without unduly disrupting world prices for agricultural commodities or normal patterns of commercial trade with foreign countries.
- Provide a preliminary analysis of the potential impact of proposed procurement(s) on markets located where the commodity will be procured and in the project implementation area.
- Provide a plan for conducting an annual market study on the impacts of commodity procurement, such as unusual changes in commodity prices.

g. Budget

Per [7 CFR Section 1599.4\(b\)\(4\)](#), Applicants must submit a budget summary and budget narrative that details the amount of any FAS-provided funds that the Applicant proposes to use to fund the administration costs, LRP costs, internal transportation, storage, and handling costs, and activity costs.

For international organizations and agencies within the United Nations system, the available funding amount indicated in Part B of the application includes the U.N. Development Coordination Levy, if applicable. If FAS determines an Applicant is applicable, this levy will be “agency-administered,” and the Applicant must explicitly account for this in its application and budget.

To assess the overall cost effectiveness of an application, FAS requires all Applicants to provide the following budgetary materials. In all documents, Applicants must present figures rounded to the nearest U.S. dollar.

i. Budget Summary (1 page):

The summary should present the proposed overall funding for administrative, internal transportation, LRP commodity and food purchases, storage and handling and activity expenses, and shows funding amounts for the specific line items that make up those expense categories (see [Appendix D](#)). The Applicant must submit an estimated budget for U.S. donated commodities (Commodity Cost) and Freight Cost. The estimates should be realistic, sufficient, and account for rising commodity and freight rates⁴.

ii. Budget Narrative (25-page limit)

The narrative should demonstrate in greater detail the composition of each line item, the budget’s overall cost effectiveness, and an adherence to applicable cost principles. Applicants should refer to Appendix E Budget Narrative Example and provide a similar cost categorization structure and level of detail in their application’s Budget Narrative.

Applications should provide a summary description of the local or regional procurement budget. Applicants are strongly encouraged to allocate approximately ten percent of the total federal

⁴ USDA’s Agricultural Marketing Service (AMS) publishes quarterly International Commodity Procurement Reports, available here: <https://www.ams.usda.gov/reports/international-commodity-procurement-information>

award value towards the local or regional commodity procurement component. This budget is composed of costs found in multiple line items of the budget summary. It is composed of both the direct and indirect costs of purchasing locally or regionally produced commodities and may include transportation, storage, and handling costs associated with getting such commodities to the beneficiaries, as well as staff time directly related to the procurement. It will not include capacity building costs, nor can cost share be used to meet the recommended ten percent. Food vouchers or cash-based transfers are not allowable procurement methods under McGovern-Dole. Please refer to the budget narrative guidance in [Appendix E](#) for more information on how to represent the overall local or regional procurement budget.

iii. Negotiated Indirect Cost Rate Agreement (NICRA) (attachment, no page limit)

The NICRA should detail the organization's approved indirect rates; Applicants should attach their most up-to-date NICRA. If the Applicant does not have a NICRA, or it is not applicable, attach a brief note explaining the absence of this document.

Applicants should also provide an Excel spreadsheet demonstrating how NICRA rates were applied to the budget.

iv. SF-424, Application for Federal Assistance, (attachment no page limit).

Applicants must complete, sign, and upload the [SF-424](#) to FAIS. Please note that an unsigned SF-424 will not be accepted.

v. SF-424A, Budget Information for Non-Construction Programs, (attachment, no page limit).

Applicants must complete and upload the [SF-424A](#) to FAIS. Instructions for this form and an example SF-424A can be found in [Appendix I](#) and [Appendix J](#).

h. Food Aid Information System (FAIS)

Due to the technical limitations of FAIS, Applicants must input data into the following fields of proposal summary to successfully submit their application:

Introduction Section

- Introduction Details: complete these fields
- Key Personnel (indicate where this information can be found)

Results Section

- Results (indicate where this information can be found)
- Activities (indicate where this information can be found; do not add detail under "Activity Description")

- Activity Mapping (indicate where this information can be found)
- Other Details (indicate where this information can be found)

Commodity Section

- Commodity List (complete these fields)
- Special Needs & Distribution Methods (indicate where this information can be found)
- Monetization (indicate Not Applicable)

Budget Section

- Budget Narrative (indicate where this information can be found)

To reduce the administrative burden of applying and minimize duplicative information in the application, Applicants may enter language referencing the location of the information in the application in the Key Personnel, Results, Commodity, and Budget fields in FAIS. For example: Enter “See Attachment X: Project Level Results Framework” in the field for Results. It is the Applicant’s responsibility to ensure that their application is complete in FAIS.

Intergovernmental Review

This program is not subject to E.O. 12372, Intergovernmental Review of Federal Programs.

Funding Restrictions

Funds provided under McGovern-Dole may not be used in any manner that is prohibited by the program regulations (7 CFR part 1599) or by [2 CFR part 200](#) and [2 CFR part 400](#). Any funding restrictions in this NOFO also apply to funds provided under McGovern-Dole. In addition, funds provided under McGovern-Dole may only be used for the purposes set forth in the award and must be consistent with the statutory authority for the award. Funds provided under McGovern-Dole and non-monetary support may not be used for matching contributions for other Federal grants or cooperative agreements, lobbying, or intervention in federal regulatory or adjudicatory proceedings. Federal employees are prohibited from serving in any capacity (paid or unpaid) with regard to any application submitted under this program. Federal employees may not receive funds under this award. Also, federal funds may not be used to sue the Federal Government or any other government entity. If an Applicant is selected for an award, the Applicant may incur pre-award costs consistent with the instructions provided in the award letter.

Management and Administration Costs

Management and Administration costs are not allowable.

Indirect Facilities & Administrative Costs

Facilities & Administrative costs are allowable. Organizations with a current NICRA from a cognizant U.S. Government agency must submit that NICRA with their application; indirect costs will be allowable as defined in that NICRA. If the Applicant is applying an indirect cost rate which is less than the rate approved under the current NICRA, an authorized representative

of the Applicant must state in the budget narrative that the Applicant is accepting a lower rate than allowed.

Organizations that have never had a NICRA may elect to:

- Charge a de minimis rate of 10% of modified total direct costs, which may be used indefinitely. As provided in [2 CFR section 200.403](#), Factors Affecting Allowability of Costs, the Applicant must consistently charge costs as either indirect or direct costs but not double charge or inconsistently charge as both. If the Applicant chooses this methodology, it must use it consistently for all federal awards until such time as the Applicant chooses to negotiate for a rate, which it may apply to do at any time. For more information, see [2 CFR section 200.414](#).
- Develop a negotiated rate, upon notification that FAS will make an award. In this case, the Applicant should develop a tentative indirect cost rate application based on its most recently completed fiscal year, in accordance with the cognizant agency's guidelines for establishing indirect cost rates and submit it to the cognizant agency. Applicants awaiting approval of their indirect cost applications may also request indirect costs. When an Applicant requests an indirect cost rate, it should not charge costs that it includes in the indirect cost pool to the award's direct costs.

Other Submission Requirements

The Applicant must submit the entire application package electronically through FAIS: <https://www.fas.usda.gov/food-aid-information-system>. Any automatic response from FAIS that FAS received the application does not constitute a statement that the application is complete.

If experiencing technical difficulties, please call: (202) 236-1095 or email: ppded@usda.gov for assistance.

E. APPLICATION REVIEW INFORMATION

1. APPLICATION REVIEW CRITERIA

FAS reviews applications on the content areas presented in Table 2, using the points specified in the same table. FAS may invite comments from other Federal and non-Federal reviewers on its award recommendations but will make the final determination on which applications to fund. It will review the merits of each application against other applications received for the same Funding Opportunity number (See [Part A Section 5: Funding Opportunity Numbers](#)).

Prior to making a Federal award, the Federal awarding agency may review information available through any OMB-designated repositories of government-wide eligibility qualification or financial integrity information as appropriate. The Applicant, at its option, may review information in the designated integrity and performance systems accessible through SAM and comment on any information about itself that a Federal awarding agency previously entered and is currently in the designated integrity and performance system accessible through SAM. FAS will consider any comments by the applicant, in addition to the other information in the designated integrity and performance system, in making a judgment about the applicant's integrity, business ethics, and record of performance under Federal awards when completing the review of risk posed by applicants as described in [2 CFR 200 part 206](#).

Therefore, FAS may include the following risk-based considerations in its application evaluation criteria: (1) the Applicant's financial stability; (2) the quality of the Applicant's management systems and its ability to meet management standards; (3) the Applicant's history of performance in managing Federal awards; (4) reports and findings from audits regarding the Applicant; and (5) the Applicant's ability to effectively implement statutory, regulatory, or other requirements.

Table 2: Content Areas and Points

<u>Content Areas</u>	<u>Points</u>
Introduction and Strategic Analysis	20
Plan of Operation	20
Sustainability and Lasting Impact	17
Organizational Capacity and Staffing	12
Monitoring and Evaluation	15
Commodity Management	10

Budget*	5 (+2 potential bonus points for cost share)
Overall Application Quality	1

** There is no cost share or match requirement for this program. However, when FAS reviews and scores applications, it will consider well-reasoned cost share contributions, which may result in the addition of up to two bonus points. To be considered for bonus points, cost share should be equivalent to one percent or more of the total operating budget (cash portion). FAS will evaluate cost share in terms of both dollar value and reasonableness (ability to implement). Also refer to [Part C Section 5 Cost Share or Match](#).*

The content requirements for each content area in Table 2 are described in [Part D Section 4 Content Guidance](#), except for Overall Application Quality. The FAS review panel will consider the entire application package when it scores Overall Application Quality. This will include spelling, grammar, commodity inconsistencies, page limits, overall consistency, and adherence to the NOFO and country guidance.

While reviewing applications on the content areas presented in Table 2, FAS will consider:

- Completeness;
- Quality;
- Strength of analysis;
- Appropriateness and technical merit of the intervention strategy;
- Alignment with host government laws, policies, and programs; and coordination with local, national, multilateral, private sector, and USG agencies and entities;
- Alignment with Appendix B- Country Guidance;
- How well the proposed project will build on existing or past McGovern-Dole projects; and
- How the proposed project will complement rather than duplicate existing efforts.

In addition to the content the Applicant submits in [Part D Section 4d, Organizational Capacity and Staffing](#), FAS may consider the following factors, if applicable, when making funding recommendations:

- FAS or another USG agency has formally expressed concerns, either via letter or email, regarding the Applicant's past performance of an FAS- or CCC- funded project.
- FAS or another USG agency has terminated an agreement with the Applicant within the past three years as a result of a violation of the agreement by the Applicant.
- The Applicant failed to pay a single substantial debt, or a number of outstanding debts (not including sums owed to the USG under the Internal Revenue Code) owed to any Federal agency or instrumentality, provided the debt is uncontested by the Applicant or, if contested, provided that the Applicant's legal and administrative

remedies have been exhausted. (This information will be sought by FAS within SAM.gov)

- The Applicant failed to submit to FAS, or submitted after the due date, at least two required reports within the past three years. Required documentation includes semiannual performance reports, semiannual financial reports, A-133 audits, subrecipient agreements, and any other documentation required under an agreement between the Applicant and FAS or CCC.
- The Applicant has 1) on at least two occasions within the past three years failed to respond, or responded late, to an FAS deadline for documents required during a compliance review or during the closeout of an agreement between the Applicant and FAS or CCC or 2) failed to notify FAS of commodity losses within 15 days.
- The Applicant has been designated high-risk by FAS (per 2 CFR section 200.206), another Federal government agency (as designated in SAM.gov), or an external auditor within the past three years or the organization's most recent audit identifies material weaknesses or significant deficiencies.
- The Applicant was responsible for a commodity loss valued at \$20,000 or greater, under an agreement between the Applicant and FAS or CCC, during the past three years.

2. REVIEW AND SELECTION PROCESS

a. Review Process

FAS will conduct an initial review of each application submitted in response to the NOFO to determine whether the Applicant is eligible, and the application is complete and submitted on time. If it determines that the Applicant is ineligible (see [Part C: Eligibility Information](#)) or non-responsive, FAS will notify the Applicant.

FAS will not review applications or provide feedback to Applicants or if:

- **The Applicant is Ineligible:** Please refer to [Part C Section 1](#), for a description of which entities are eligible to apply.
- **The Application is Incomplete:** Please refer to [Part D Section 3](#) for a description of what elements and attachments Applicants must include for FAS to consider their application complete.
- **The Application is Late:** Applicants must submit their application by the Application Submission Deadline. There are no exceptions for any reason.

FAS will review eligible, complete, and timely applications as described below:

- FAS will assemble a panel committee consisting of technical reviewers and scorers to review applications for each funding opportunity number.
- Following each panel committee review, the technical reviewers and scorers who participated in the panel will provide summary comments, scores, and funding

recommendations to IFAD based on the evaluation criteria identified above in [Part E Section 1: Application Evaluation Criteria](#).

b. Selection Process

The FAS Administrator makes the final selection of applications to approve for funding. The FAS Administrator will give serious consideration to recommendations from IFAD and the panel committees, but may also consider the following factors in making the award selections:

- Agency priorities, such as achieving greater geographical dispersion, program balance, or diversity.
- Agency's alignment within USG's whole of government approaches to international education, nutrition, and school-feeding, as determined by USDA.

Following the review of Applicant integrity and performance information, outlined in [Part E Section 2a](#), FAS will notify all Applicants electronically of funding decisions. An Applicant may send a written request to ppded@usda.gov to receive a written summary of the strengths and weaknesses of its application related to the evaluation criteria. Applicants must submit requests for feedback no later than September 30, 2023. FAS will send the written summary to the Applicant within 60 days of the request.

3. REVIEW OF APPLICANT INTEGRITY AND PERFORMANCE INFORMATION

Prior to making a Federal award with a total amount Federal share greater than the simplified acquisition threshold as defined by 41 U.S.C. 134, FAS is required to review and consider any information about the Applicant that is in the designated integrity and performance system accessible through [SAM.gov](#)

An Applicant, at its option, may review information in the designated integrity and performance system accessible through [SAM.gov](#) and comment on any information about itself that a Federal awarding agency previously entered and is currently in the system.

FAS will consider any comments by an Applicant, in addition to the other information in the designated integrity and performance system, in making a judgment about the Applicant's integrity, business ethics, and record of performance under Federal awards when completing the review of the risk Applicants pose as described in [2 CFR Part 200.205](#).

4. CONFIDENTIALITY AND CONFLICT OF INTEREST

FAS will protect technical and cost applications submitted under this funding opportunity from unauthorized disclosure in accordance with applicable laws and regulations. FAS may use one or more support contractors in the logistical processing of applications. However, FAS will make the sole funding recommendations and final award decisions. To the extent permitted by law, during the review process, FAS will respect any information which the Applicant has marked as

proprietary or business sensitive. Refer to [Part H Section 5](#) for additional information on marking proprietary information.

FAS screens all technical reviewers for potential conflicts of interest. To determine possible conflicts of interest, FAS requires potential reviewers to complete and sign conflicts of interest and nondisclosure forms. To the extent permitted by law, FAS will keep the names of submitting institutions and individuals, as well as the substance of the applications, confidential except to reviewers and FAS staff involved in the award process. FAS will destroy any unsuccessful applications after three years following the funding decision.

F. FEDERAL AWARD ADMINISTRATION INFORMATION

1. NOTICE OF AWARD

FAS will notify each Applicant whose application has been selected for funding in writing of the decision regarding its application via FAIS. These Applicants will receive an award letter via email from ppded@usda.gov and in FAIS. The notice or award letter is not an authorization to begin performance but will outline allowable pre-award costs which can be incurred at the selected Applicant's own risk. Once the selected Applicant accepts the selection notice in FAIS, FAS will begin negotiations with the selected Applicant to develop a cooperative agreement. Until the cooperative agreement is signed, FAS reserves the right not to fund a selected application.

These negotiations may include but are not limited to the following subjects:

- Amounts of U.S.-donated and locally or regionally procured commodities
- Appropriateness of the budget for the proposed project
- Appropriateness of proposed staff
- Appropriateness of proposed locations
- Scope and type of activities to be implemented
- Suitability of proposed indicators
- Any special terms and conditions

FAS may require the selected Applicant to submit additional information to enable FAS to determine that the Applicant is capable of complying with the requirements in [7 CFR part 1599](#) and any special terms and conditions.

During negotiations, FAS will also ensure that any allowable cost share proposed by the selected Applicant is retained and included in the agreement.

Failure to satisfactorily resolve an issue that arises during the negotiation of a cooperative agreement may prevent the timely signing of an agreement and may result in FAS rescinding the notice of award or award letter.

The use of a cooperative agreement as the funding instrument entails substantial involvement between FAS and the selected Applicant, with both parties sharing responsibility for the management, control, direction, or performance of the agreement. The agreement will incorporate project details as approved by FAS in accordance with the McGovern-Dole regulations, [7 CFR part 1599](#).

2. ADMINISTRATION AND NATIONAL POLICY REQUIREMENTS

a. Domestic Entities

All selected Applicants who are registered in SAM.gov as domestic entities are required to comply with both the current Administrative General Terms and Conditions and the current National Policy General Terms and Conditions for all grant and cooperative agreements, which are available at: https://www.fas.usda.gov/grants/general_terms_and_conditions/default.asp

In addition, domestic entities must adhere to the following additional terms and conditions:

b. Foreign Entities

All selected Applicants who are registered in [SAM.gov](#) as foreign entities, are required to comply with the following terms and conditions, as applicable:

- Public international organizations (as described within the definition of “foreign public entity” in 2 CFR section 200.1), such as U.N. organizations, will be subject to the [Terms and Conditions for Public International Organizations](#)
- Foreign organizations (as defined in 2 CFR part 200.47) will be subject to the [Terms and Conditions for Foreign Organizations](#)
- Foreign governments will comply with the [Terms and Conditions for Foreign Governments](#)

Before accepting an award, a domestic or foreign Applicant should carefully read the award package for instructions on administering the award and the terms and conditions associated with responsibilities under the award. Selected Applicants must accept all conditions in this NOFO as well as any special terms and conditions in the notice of award to receive an award under this program.

3. REPORTING

Recipients of McGovern-Dole funding will be required to provide the following: semiannual financial reports, semiannual performance reports, annual property reports (if applicable), and closeout reports.

a. Federal Financial Reporting Requirements

Recipients must submit semiannual financial reports via FAIS and follow the budget summary template.

For the October 1 through March 31 reporting period, the due date is April 30. For the April 1 through September 30 reporting period, the due date is October 30. If the first semiannual financial report would be due less than 60 days after the agreement is signed, it will be exempted from submission requirements for that partial reporting period. The first report will be due for the following reporting period.

FAS requires only the financial report that appears in FAIS and does not require the SF-425 under McGovern-Dole. FAS may provide for more frequent reporting, but no more frequent than quarterly, in the agreement.

b. Program Performance Reporting Requirements

Recipients must submit semiannual performance reports via FAIS. Performance reports must provide information on the overall progress of the project.

For the October 1 through March 31 reporting period, the due date is April 30. For the April 1 through September 30 reporting period, the due date is October 30.

If the first semiannual financial report would be due less than 60 days after the agreement is signed, it will be exempted from submission requirements for that partial reporting period. The first report will be due for the following reporting period.

FAS may provide for more frequent reporting, but no more frequent than quarterly, in the agreement. FAS must approve changes in the original project timelines prior to their implementation.

c. Closeout Reporting Requirements

FAS will initiate the award closeout process 120 days before the end of the performance period. Recipients must submit and upload the following documents to FAIS in the Agreement-Level Report page under the “List of Closeout Attachments” section:

- A final financial report and a final progress report detailing all accomplishments and a qualitative summary of the impact of those accomplishments throughout the period of performance within 90 days after the end of the period of performance, or after an amendment has been issued to close out a cooperative agreement, whichever comes first;
- A tax certification letter on company letterhead indicating that all required payroll taxes for the employees working in-country have been paid; and
- An equipment disposition form.

A sample tax certification letter as well as an equipment disposition form are available on the FAIS homepage under “Forms and Guidance.”

If applicable, Recipients must report an inventory of all construction projects that used funds under its McGovern-Dole award using the Real Property Status Report ([Standard Form SF-429](#)).

After FAS has reviewed and approved these reports, it will complete a closeout notice to close out the award. The notice will indicate the period of performance as closed, list any remaining funds that will be de-obligated, and address the requirement of maintaining the records for three years from the final date of submission of the reports required by [7 CFR section 1599.14\(f\)\(1\) and \(2\)](#). Recipients are responsible for returning any funds that have been drawn down but remain as unliquidated in their financial records.

4. MONITORING

FAS through its authorized representatives, has the right, at all reasonable times, to make site visits to review project accomplishments and management control systems and to provide such technical assistance as may be required. During site visits, FAS will review the Recipients’ files related to the McGovern-Dole agreement.

As part of any monitoring and program evaluation activities, Recipients must permit FAS, upon reasonable notice, to review McGovern-Dole project-related records and to interview the organization’s staff and clients regarding the project. In addition, Recipients must respond in a timely and accurate manner to FAS requests for information relating to their projects.

5. OTHER AGREEMENT REQUIREMENTS

a. Organizational Chart

Within 30 days after the agreement is signed, Recipients will submit to FAS for approval a complete organizational chart identifying all positions that will be involved in implementing the project (including subrecipients and key personnel positions). Recipients should include the names of persons in positions filled at the time the organizational chart is submitted. The organizational chart should show the links and reporting structure between staff. Following FAS approval of the organizational chart, Recipients will be required to obtain FAS’s written approval before hiring any new key staff. The Recipients must also notify FAS within one week after the departure of any new person to a key personnel position. as [2 CFR Part 200.308\(c\)](#) requires, Recipients must obtain FAS’s written approval prior to key personnel disengagement from the project for more than three months or 25 percent or greater reduction in their time devoted to the project.

b. Annual Work Plan

Within 60 days after the agreement is signed, Recipients will provide a detailed annual work plan for the project for FAS’s approval. The workplan will describe all activities, their sequence and timeframes, outputs and results, and milestones and key performance indicators with targets. The

work plan should also include a management and staffing plan, annual travel plan, project map, Gantt chart, and a list of planned submission dates for deliverables and reports the Recipient will submit during the next fiscal year. Subsequent annual work plans will be due annually as specified by FAS.

c. Monitoring and Evaluation Requirements

FAS also requires Recipients to provide an evaluation plan, a Performance Monitoring Plan, a project-level results framework, and terms of reference for evaluations, and to conduct a baseline study, midterm evaluation, and a final evaluation.

d. Local and Regional Commodity Procurement and Distribution Plan

Within 30 days after the agreement is signed, Recipients will provide a Local and Regional Commodity Procurement and Distribution plan for FAS's approval. The procurement plan will include a monthly timeline for commodity procurement, delivery, and distribution. Each commodity should be a separate line in the plan. FAS will provide a template and additional guidance post-agreement signature. The agreement will require the Recipient to comply with the FAS-approved procurement plan and will prohibit the Recipient from making changes to the procurement plan, with limited exceptions, without obtaining FAS's prior written approval.

e. Market Study

Within 90 days after the agreement is signed, Recipients will provide a complete market study for FAS's review. The market study will be a detailed assessment of the market functionality to determine the most appropriate strategies for supplying targeted schools with the required quantities of the selected commodities. This market study should analyze the level of production for each commodity; assess the level of the market functionality for each commodity; identify key market actors, assess any potential negative effects, such as unusual changes in commodity prices; evaluate the market's capacity to meet the project's needs; and formulate recommendations to inform the procurement plan. Recipients will submit an updated market study to FAS on an annual basis at the same time as the annual work plan.

f. Subaward or Subcontract Requirements

FAS requires that Recipients submit subaward agreements through FAIS. Applicants must submit any subcontract that exceeds the Simplified Acquisition Threshold to FAS through FAIS.

g. Audit Compliance

A Recipient other than a foreign public entity, a foreign organization, or a for-profit entity must comply with the timeframes established in [2 CFR part 200 subpart F](#) when submitting audits to the Federal Audit Clearinghouse. In addition, if FAS requires an annual financial audit that is not required by subpart F with respect to a particular agreement, and FAS provides funds for this purpose, the Recipient shall arrange for such audit and submit it to FAS via FAIS.

G. AWARDING AGENCY CONTACT INFORMATION

1. CONTACT AND RESOURCE INFORMATION

For general questions related to the McGovern-Dole Program, Applicants and other interested parties are encouraged to contact:

Molly Kairn

Acting Director, McGovern-Dole Branch International Food Assistance Division

Global Programs, Foreign Agricultural Service

U.S. Department of Agriculture

2. HOURS OF OPERATION

Monday–Friday 9:00 A.M. – 5:00 P.M. EDT

3. ADDRESS

1400 Independence Ave. SW Mail Stop 1034

Washington, DC 20250

4. PHONE, EMAIL, and WEBSITE

Phone: (202) 713-8673

Email: ppded@usda.gov

<https://www.fas.usda.gov/food-aid-information-system>

Individuals with questions regarding the NOFO or Information Technology (IT) issues with FAIS must submit questions in writing to the above email address. FAS will post answers to all questions regarding the NOFO to Grants.gov.

Individuals lacking internet access who would like access to these questions and answers should contact FAS's International Food Assistance Division (IFAD) at the phone number or address above and provide their address or fax number.

H.ADDITIONAL INFORMATION

1. EXTENSIONS

Extensions to the performance period of a project funded through an award under this NOFO may be allowed. Recipients may request a project extension in order to complete all project activities, in accordance with [2 CFR section 200.308](#). Requests for extensions are subject to FAS approval.

2. PRIOR APPROVAL

Recipients must not use donated U.S. commodities or locally or regionally procured commodities, sale proceeds, FAS-provided funds, interest, or program income for any activity or any expense the Recipient or a subrecipient incurs prior to the start date of the period of performance of the agreement, without FAS's prior written approval. See [7 CFR section 1599.12\(b\)](#). Recipients must not transfer any funds budgeted for participant support costs, as defined in [2 CFR section 200.1](#), to other categories of expense without FAS's prior approval. (See [7 CFR section 1599.12 \(h\)\(2\)](#)).

3. BUDGET REVISIONS

Transfers of funds between direct cost categories in the approved budget when such cumulative transfers among those direct cost categories will exceed ten percent of the grand total costs approved in an agreement will require FAS's prior approval. or through an amendment ([see 7 CFR section 1599.12\(h\)\(1\)](#)). Recipients shall obtain prior written approval for any budget revision that would result in the need for additional resources or funds. Recipients are not authorized at any time to transfer amounts budgeted for direct costs to an indirect cost line item or vice versa, without prior written approval.

4. PROGRAM INCOME

In the event program income becomes available, Recipients must use it in accordance with the agreement (see [7 CFR Section 1599.12](#)). Program income is defined in [7 CFR Section 1599.2](#) as interest earned on proceeds from the sale of donated commodities, as well as funds the Recipient or subrecipient receives as a direct result of carrying out an approved activity under an agreement. The term includes but is not limited to income from fees for services performed, the use or rental of real or personal property acquired under a Federal award, the sale of items fabricated under a Federal award, license fees and royalties on patents and copyrights, and principal and interest on loans made with Federal award funds. Program income does not include proceeds from the sale of donated commodities; FAS-provided funds or interest earned on such funds; or funds provided for cost sharing or matching contributions, refunds or rebates, credits, discounts, or interest earned on any of them.

5. PROPRIETARY INFORMATION

Recipients wishing to mark information in their applications as proprietary or business sensitive may do so. Applicants should indicate which information or pages are proprietary or business sensitive through footnote notations. FAS will treat the information as such. In the event of a request through the Freedom of Information Act, FAS will work with the Applicant to ensure

proprietary or business sensitive information is respected to the extent permitted by law. Information which is proprietary, or business sensitive may be exempt from disclosure under Freedom of Information Act Exemption (b)(4). The Freedom of Information Act exemptions may be viewed [here](#).

APPENDIX A – Application Content Checklist

Applicant Requirements

- ☐ System for Award Management (SAM)
 - ☐ Active registration
 - ☐ Financial Assistance General Certifications and Representations Report
- ☐ Unique Entity Identifier number for Applicant
- ☐ Unique Entity Identifier number(s) for proposed subrecipient(s)

Required Content and Forms (Submitted as Attachments in FAIS)

- ☐ Introduction and Strategic Analysis
 - ☐ Project Map
 - ☐ List of Acronyms
- ☐ Plan of Operation
- ☐ Sustainability and Lasting Impact
- ☐ Organizational Capacity and Staffing
 - ☐ Capacity and Staffing Narrative
 - ☐ Organizational Chart
 - ☐ In-Country Registration
 - ☐ CV for Project Lead
 - ☐ Project-Specific Commitment Letters (if subrecipients are proposed)
- ☐ Applicant's Single Audit (most recent)⁴
- ☐ Monitoring and Evaluation
 - ☐ Project-Level Results Framework with Narrative
 - ☐ Performance Indicators
 - ☐ Evaluation Plan
- ☐ Commodity Management
- ☐ Budget
 - ☐ Budget Summary
 - ☐ Budget Narrative
- ☐ Applicant's NICRA (most recent)
 - ☐ Excel sheet demonstrating how the NICRA rate is applied to the budget
- ☐ SF-424
- ☐ SF-424A
- ☐ SF-LLL (Required if Applicant is involved in lobbying activities)

Forms Submitted via email (ppded@usda.gov)

- ☐ Completed Past Performance Reviews for Applicant (by reference)

- ☐ Completed Past Performance Review for subrecipient (by reference) (if applicable)

Required Fields in FAIS

- ☐ Introduction Section
 - ☐ Introduction Details (complete these fields)
 - ☐ Key Personnel (indicate where this information can be found)
- ☐ Result Section
 - ☐ Results (indicate where this information can be found)
 - ☐ Activities (indicate where this information can be found)
 - ☐ Activity Mapping (indicate where this information can be found)
 - ☐ Other Details (indicate where this information can be found)
- ☐ Commodity Section
 - ☐ Commodity List (complete these fields)
 - ☐ Special Needs & Distribution Methods (indicate where this information can be found)
 - ☐ Monetization (indicate not applicable)
- ☐ Budget Section
- ☐ Budget Narrative (indicate where this information can be found)

APPENDIX B – Country Guidance

FAS expects that proposals will build upon current McGovern-Dole activities including school feeding, literacy, health, and nutrition, other school feeding activities, and accomplishments to date. This could include continuing or adapting existing activities or adding new activities as appropriate for the current context. Applicants are encouraged to review previous McGovern-Dole and Local and Regional Food Aid Procurement (LRP) evaluations published on the Development Experience Clearinghouse (DEC) maintained by the U.S. Agency for International Development.

In support of the two McGovern-Dole strategic objectives, Applicants should prioritize reducing hunger and improving literacy and primary education, especially for girls. This can include but is not limited to providing school meals, making critical infrastructure improvements to schools, supporting teacher training, rehabilitating WASH facilities, and establishing school gardens. As appropriate Applicants should include a maternal and infant component and focus on improving children's health and learning capacities before they enter school. FAS encourages coordination and collaboration with partners implementing related programs, such as literacy, health, and nutrition projects. FAS recommends that all Applicants demonstrate how they will efficiently and effectively collaborate with the local and central government and other actors implementing food assistance, education, nutrition, agriculture, and resilience projects in the country. To support program sustainability and graduation, FAS strongly encourages Applicants to include advocacy, capacity building, and policy strengthening activities at all levels of government. Strong applications will include activities to enhance local, safe food production in support of local and regional procurement as needed, mobilize community contributions, and support schools and communities to build self-reliance and sustain school feeding.

A. Cameroon Programming Priorities

FAS has provided \$65.2 million in funding for McGovern-Dole programming to support school feeding in Cameroon since 2008. Currently, there is a five-year McGovern-Dole project in Cameroon due to end in September 2023, which is valued \$28.1 million and has fed 180,000 primary school students in 240 schools. This project runs in the Northwest, Adamaoua, North and East regions, and provides U.S. fortified rice, Corn Soy Blend Plus (CSB+), pinto beans, and vegetable oil.

The Government of Cameroon's National Education plan emphasizes achievement of quality universal education and Cameroon is a member of the Global School Meals Coalition. However, Cameroon does not have a national school feeding law or a national budget devoted to school feeding. FAS seeks applications that will work to further Cameroon in the development of national school feeding legislation, a dedicated budget for a school meals program, and enhance the implementation of the National School Feeding Guidelines.

To further sustainability and complement the school meal ration, Applicants should create market linkages with small holder farmers and connect them to schools. Locally sourced foods

such as peanuts, cocoyam tubers, orange flesh sweet potatoes, cowpeas, mung beans and animal proteins are encouraged to address nutritional gaps and strengthen the ability of local and regional farmers. Training and local capacity building exercises for procurement, storage and handling of food is encouraged.

Literacy rates in Cameroon remain low, and malnutrition remains high. There has been minimal improvement to infrastructure including rehabilitation of schools, kitchens, water access points and WASH facilities. A strong application will propose a gender sensitive responsive approach to improve literacy and nutrition to mitigate inequities related to nutrition knowledge and household nutrition provision. There should be a focus on infrastructure improvements including access to water.

To build upon previous successes and support graduation, future McGovern-Dole programming should continue to target schools and communities the active McGovern-Dole project currently supports in the Northwest, Adamaoua, North, and East regions, but consider expansion as schools are graduated.

B. Haiti Programming Priorities

FAS has supported school feeding in Haiti since 2011, providing approximately \$72.3 million in funding for McGovern-Dole programming. Currently, there is one active McGovern-Dole project in Haiti which is valued at \$25 million and is due to end in September of 2023. This project reaches over 100,000 students in 400 pre-primary and primary schools in Nord, Nord-Est, and Grand-Anse Departments, providing U.S. fortified milled rice, soy-fortified bulgur wheat, black beans, lentils, and vegetable oil.

In 2022, the Government of Haiti (GoH) updated the National School Feeding Policy. The GoH also joined the Global School Meals Coalition and participated in the Global Child Nutrition Forum (GCNF) and several south-south exchanges. FAS seeks applications that build on this momentum to encourage the passage of a national school feeding law and a dedicated budget line for a school meals program.

To build upon previous successes and support graduation, future McGovern-Dole programming should only target schools and communities currently supported by the active McGovern-Dole projects in the provinces of Nord and Nord-Est. Focusing on a sustainable model in the two northern provinces will help build on capacity strengthening momentum from the past cycle and help to create a model that the GoH can look to for creating a sustainable national school feeding program. To further sustainability, Applicants should complement the school meal rations with locally sourced fruits, vegetables, and protein to address nutritional gaps and strengthen the ability of local and regional farmers. However, applicants should carefully choose the local commodities as so not compete with top Haitian products. Training and local capacity building exercises for procurement, storage and handling of food is encouraged.

Applications should consider incorporating robust contingency and emergency planning for the in-country security situation, including a strong commodity security and in-country transportation plan.

C. Mozambique Programming Priorities

FAS has been providing school feeding assistance to Mozambique since 2007, including approximately \$177 million in funding via the McGovern-Dole and LRP programs. Currently, there are two active projects in Mozambique valued at \$50 million. These projects are implemented in the Maputo and Nampula provinces, respectively, and reach over 160,000 school-age children in 363 schools. These projects provide nearly 12,770 metric tons of U.S. fortified rice, yellow split peas, corn-soy blend plus, and vegetable oil.

The Government of Mozambique (GoM) is a member of the School Meals Coalition and has a national school feeding program, *Projecto de Alimentacao Escolar* (PRONAE). Despite these strong efforts towards sustainability, the GoM does not have a school feeding directorate or budget line item for school feeding. FAS seeks applicants to build on current school feeding efforts to support sustainability and government ownership. FAS encourages applicants to include advocacy, government capacity building, and policy strengthening activities to develop a school feeding directorate and a school feeding line item in a ministry budget.

Most schools in Mozambique are in rural areas where is a lower-than-expected level of infrastructure, including schools, WASH facilities, and school gardens. Additionally, water scarcity is a concern. A strong application will focus on water management, infrastructure, and activities such as perma-gardens and rainwater collection to further access to water.

To further sustainability, applicants should complement the school meal rations with locally sourced fruits, vegetables, and protein to address nutritional gaps and strengthen the ability of local and regional farmers. Training and local capacity building exercises for procurement, storage and handling of food is encouraged. A strong application should focus on the sustainability of school meals in Nampula and consider expanding to the provinces of Zambezia, Niassa, or southern Cabe Delgado (in the districts of Metuge, Montepuez, Chiure, and/or Ancuabe) and build on lessons learned from past and current McGovern-Dole and LRP projects to improve school meals, literacy, and school-based health outcomes in the targeted communities.

D. Nepal Programming Priorities

FAS has provided school feeding assistance to Nepal through the McGovern-Dole program since 2005, with projects totaling a combined \$106 million. There is presently one active project in six districts located in the remote, hilly, and food-insecure western provinces of Nepal regions. The \$25 million agreement supports approximately 242,000 school age children in approximately 2,415 schools. The school meal consists of U.S. fortified rice, lentils, and vegetable oil as well as locally procured vegetables, rice, and lentils.

The Government of Nepal has increasingly demonstrated its commitment to its National School Feeding Program by increasing its annual budget allocations for school feeding from approximately \$70 million to \$87 million, which results in an increase of 11 Nepali rupees per student per day to 15 rupees per student, daily. In 2018, the government passed the Right to Food Act and Compulsory Basic Education Act. Together, these two policy instruments provide the overarching policy framework for the national school meals program. Additionally, in 2020 the Government of Nepal expanded its school feeding coverage to grade eight from its previous grade six expansion. Despite these investments, the Government of Nepal continues to face capacity related challenges that threaten the complete transfer of the school meals program. There is still a lack in geographical coverage for all schools, and insufficient investments that prevent the government to fully assume responsibility for its school meals program. FAS seeks to continue the strong support for school meals in Nepal and continue to complement the Government of Nepal's efforts to reach national coverage and full operation of its National School Feeding Program.

To continue the momentum of sustainable graduation, future McGovern-Dole programming should continue to target the central and western regions of Nepal. This McGovern-Dole school feeding project in Nepal should focus on the successes gained through the National School Feeding Program and promote a sustainable model that includes local procurement of fresh horticulture products and other commodities as appropriate to incorporate into school meals.

Applicants should continue to focus on coordinating closely with the USAID Education office on literacy activities that improve performance of school-aged children, including the early grade reading program. Applicants should also consider investments that improve sustainable water management and sanitation, including health, hygiene, and nutrition activities to ensure greater efficiency and impact in similar priority sectors.

E. Nicaragua Programming Priorities

FAS has supported school feeding in Nicaragua since 2003, providing approximately \$85.8 million in funding for McGovern-Dole and LRP programming. Currently, there is one active McGovern-Dole project in Nicaragua which is set to end September of 2023. This project is valued at \$23 million and provides U.S.-donated fortified rice, small red beans, hard red winter wheat, corn-soy blend plus, and vegetable oil for school meals. The project reaches 77,500 students at 643 pre-primary and primary schools in Jinotega and the South Caribbean Coast Autonomous Region (RACCS). There is also one active LRP project procuring dried beans, vegetables, and animal-based proteins to complement the McGovern-Dole ration in select McGovern-Dole schools in Jinotega.

The Government of Nicaragua (GON) is not part of the School Meals Coalition and does not have a school feeding law, but it does have a school feeding directorate and budget line item for

school feeding. The GON has repeatedly demonstrated successful takeover of school meals provision from McGovern-Dole projects and supports school feeding through the national Comprehensive Student Nutrition Program (PINE).

FAS seeks to build on these successes and the GON's commitment to school feeding while encouraging further codification of school feeding. FAS encourages Applicants to demonstrate that their project will continue this pattern of graduation and strengthen local procurement capacity in the target areas. A strong application will complement, not replace, GON efforts and will target schools and or districts not previously graduated, preferencing schools that have not previously received school feeding support programming.

A strong application will propose a gender responsive approach to nutrition to mitigate inequities related to nutrition knowledge and household nutrition provision. Hurricane Julia and persistent drought have amplified food insecurity through swaths of Nicaragua. A strong application will address climate realities, particularly in its LRP plans, to ensure sustainability of project benefits. Applicants should demonstrate their understanding of challenges in the operating environment and address their ability to meet them. FAS encourages Applicants to target Jinotega, the South Caribbean Coast Autonomous Region (RACCS), or other areas which are similarly affected by chronic malnutrition (such as the Dry Corridor) or Hurricane Julia.

F. Sri Lanka Programming Priorities

FAS has been providing school feeding assistance to Sri Lanka through McGovern-Dole since 2018. Currently, there is one active project valued at \$27.5 million and benefits approximately 96,000 primary school students in more than 850 public schools in Northern, and Eastern Province, and in the Estate/Plantation Sector. The current project, which is set to end September 2023, has donated U.S. fortified rice, pink salmon, split yellow peas, and vegetable oil.

The Government of Sri Lanka (GOSL) is committed to providing school meals, is a member of the School Meals Coalition, and has a School Feeding Directorate dedicated to expanding its national program through home grown school feeding (HGSF). The GOSL is seeking to expand school meals to early-childhood development centers with World Bank support. The GOSL more than doubled its school meals stipend due to increasing food prices and has committed to larger budget allocations for school feeding but lacks the resources and capacity for scale-up and sustainability. FAS seeks Applicants to build upon, strengthen, and support the sustainability of the existing National School Feeding Program (NSFP).

Applicants should clearly describe a results-driven process to improve administration of the national program and how they align with GOSL priorities. Applicants will need to follow the structures of the GOSL School Meal Circular guidance, which stipulates that school meal providers (SMP) should be chosen from the local community. A strong application should incentivize the recruitment and retainment of SMPs with training on safe food preparation,

handling, and storage and possible transportation and/or other financial assistance. Programming should continue to target “Type 3” (or GOSL designation for neediest/poorest performing) public schools and should prioritize low-income families and children.

A GOSL priority is ensuring food security among vulnerable populations through targeted food aid projects that will not distort local commodity prices and mainly source from local or regionally procured food. Applicants should align with the Government’s vision, which depends upon sustainable local sourcing, dietary diversity, and robust community engagement and ownership.

FAS encourages Applicants to build on past McGovern-Dole successes, to continue to improve school meals, literacy, and school-based health outcomes and include advocacy, government capacity building and policy strengthening activities at all levels. The MOE has plans to provide food for preschool children commencing in 2023 and FAS encourages applicants to consider expanding into preprimary populations. To support graduation, future programming should target schools and communities located in the current McGovern-Dole project.

G. Togo Programming Priorities

FAS has one active McGovern-Dole project in Togo valued at \$20 million. The five-year project provides school meals and complementary activities for approximately 45,000 children in 138 pre-primary and primary schools in the Savanes and Kara regions of northern Togo. U.S. donated commodities for the project include rice, bulgur, lentils, green split peas, corn-soy blend plus and vegetable oil. The project is expected to end in 2024.

The Government of Togo prioritizes both basic education and child nutrition, as demonstrated by its abolishment of school fees and its establishment of a national school meals program in collaboration with the World Bank in 2008. In 2020, it advanced its commitment by passing a school feeding law, and in 2021, by doubling its annual budget allocation for school feeding and joining the Global School Meals Coalition. Despite growing commitment, the current school feeding program reaches only seven percent of public primary school students, falling far short of meeting national needs. FAS seeks to support and complement the Government of Togo’s efforts to scale up school feeding nationally.

Strengthening technical and financial capacity for school feeding will be essential to ensuring that the McGovern-Dole project’s achievements are sustained and that the national school feeding program continues to expand. FAS seeks applications which will outline specific activities to strengthen the Government of Togo’s established school feeding efforts and advocate for additional resources for expansion.

Key programming priorities include improving nutrition and addressing low literacy rates for primary school students. Linking school feeding with local agricultural production is a priority

for the Government of Togo, which has stipulated that 40 percent of school feeding commodities be locally sourced. FAS encourages Applicants to demonstrate how a new McGovern-Dole project will develop linkages between the school feeding program and local farmers and commodity markets to complement U.S. donated commodities with diverse, nutritious, locally sourced commodities. Applicants should demonstrate an understanding of local production and logistics capacity and address any potential limitations.

To build upon current McGovern-Dole efforts to address high malnutrition and low literacy rates, future McGovern-Dole programming should target schools in impoverished, food-insecure areas of the Kara and Savanes regions while avoiding areas with security concerns.

APPENDIX C – Global Strategies and Initiatives

United States Government Strategy on International Basic Education

The U.S. Government launched the Strategy on International Basic Education in 2018 to demonstrate the U.S. Government's (USG) commitment to achieving a world where education systems in partner countries enable all individuals to acquire the education and skills needed to be productive members of society. To make progress towards this goal, the two principal objectives are to (1) improve learning outcomes and (2) expand access to quality education for all, particularly marginalized and vulnerable populations.

All Applicants must demonstrate how they will coordinate and collaborate with other USG programs that are also striving to improve learning outcomes and expand access to quality education for all. There is a strong emphasis across all McGovern-Dole priority countries for improved coordination. All Applicants must detail how they will coordinate with other USG initiatives particularly with their emphasis on basic education or explain why coordination is not taking place if it is not applicable to the target area or country. Applicants are encouraged to review the [USG International Basic Education Strategy Map](#).

USDA-USAID Memorandum of Understanding

In May 2014, USDA and USAID signed an MOU to leverage each agency's respective strengths, experiences, technologies, methodologies, investments and resources (human, in-kind, and monetary) to facilitate, in collaboration with host country governments, improved student learning outcomes in a manner consistent with each respective agency's mission.

Under the MOU and the USG Strategy on International Basic Education, FAS is committed to coordinating McGovern-Dole programming (Results Framework McGovern-Dole SO1) with USAID's investments in education and reading. This coordination will maximize cost-efficiency and efficacy and create a holistic approach to ensuring that disadvantaged children are physically, nutritionally, and cognitively fit to succeed in school. Strategic USDA-USAID collaboration is likely to increase the impact of USG investments in education and thereby contribute more significantly to the attainment of education sector goals.

In coordination with the USG Strategy on International Basic Education, FAS will strongly consider eligible Applications that align with USDA-USAID MOU priorities and demonstrate evidence of collaboration, where applicable, and meet the requirements of McGovern-Dole priority countries. If a Subcontractor or subrecipient is to conduct the education and literacy activities in the application, submission of the Subcontractor or subrecipient's relevant past performance is strongly encouraged. If a proposed subrecipient will receive 30 percent or more of the proposed operating budget a reference must submit one Past Performance Review for the subrecipient to PPDED@usda.gov by the closing date of the announcement.

Feed The Future and the Global Food Security Strategy

In October 2018, the U.S. Government signed the Global Food Security Reauthorization Act (GFSRA) into law and reaffirms the commitment to ending global hunger, poverty, and malnutrition. The act ensures continued implementation of the U.S. *Government's Feed the Future* initiative along with the whole-of-government 2022-2026 Global Food Security Strategy⁵.

As relevant, Applicants should demonstrate alignment of activities with Feed the Future when applying for McGovern-Dole funding. Per the USDA Implementation Plan for the Global Food Security Strategy 2022- 2026, McGovern-Dole is committed to aligning, where appropriate, with Feed the Future efforts, including through the inclusion of standard McGovern-Dole performance indicators in annual Feed the Future reporting to Congress.

The U.S. Global Water Strategy

The U.S. Global Water Strategy (GWS) guides USG and its partners towards priorities for achieving a water secure world. School potable water and hygiene activities within USDA McGovern-Dole projects contribute to the GWS strategic objective for increased sustainable access to safe drinking water and sanitation and adoption of key hygiene behaviors among project beneficiaries. Applicants should clearly demonstrate how proposed WASH activities their project align with the GWS and will contribute to implementation of the GWS with positive results.

School Meals Coalition: Nutrition, Health and Education for Every Child

Launched at the U.N. Food Systems Summit in September 2021, the School Meals Coalition: Nutrition, Health and Education for Every Child is a country member-led initiative, which the UN World Food Program supports through a small secretariat⁶. The objectives of the Coalition are to restore access to school feeding that was lost during the COVID-19 lockdowns; reach children who were not previously benefiting from school feeding, with an emphasis on the most vulnerable populations in low- and lower middle-income countries; and improve the quality and efficiency of school feeding programs by 2030. Several initiatives support these goals, including a Research Consortium, a Multi-sectoral Financing Taskforce, a Monitoring and Data Initiative, a Peer-to-Peer Community of Best Practice, and an Advocacy and Outreach Taskforce. USDA led the United States to join the Coalition on August 30, 2021. USDA is a member of the Coalition Steering Committee and is participating in the Financing Taskforce, the Monitoring and Data Initiative, and the Research Consortium.

Deworming

⁵ <https://www.usaid.gov/what-we-do/agriculture-and-food-security/us-government-global-food-security-strategy>

⁶ <https://schoolmealscoalition.org>

In [Part D Section 4a: Introduction and Strategic Analysis](#), Applicants should describe host country governments, international organizations, or other actors' ongoing efforts to mitigate the spread of parasitic disease through school-based deworming. In areas of high prevalence, i.e., 20 percent or more and where other actors are not currently implementing deworming activities, Applicants must include activities to address school-based deworming in all McGovern-Dole schools. Applicants must coordinate their deworming activities with the Ministry of Health or the competent technical host-country government entity. Applicants must clarify whether they are directly implementing deworming themselves or coordinating with another stakeholder's program, and report on McGovern-Dole standard indicator 24: Number of students receiving deworming medication(s), also in coordination with other actors if necessary.

In the Introduction and Strategic Analysis, Applicants must also verify Neglected Tropical Disease (NTD) and discuss the prevalence rates in targeted intervention areas through sources such as the Global Atlas on Helminth Infections, Ministry of Health data, World Health Organization, or U.S. government sources on NTDs from the Centers for Disease Control and Prevention and USAID.

FAS anticipates that Applicants will address the McGovern-Dole intermediate results, especially "Reduced Health-Related Absences (McGovern-Dole 1.3.2)" and its contribution to "Improved Student Attendance (McGovern-Dole 1.3)." In the Introduction and Strategic Analysis section, FAS encourages Applicants to include information on the prevalence of NTDs transmitted by worms, such as guinea worm disease, lymphatic filariasis, onchocerciasis, schistosomiasis, and soil-transmitted helminths, in targeted regions or areas.

APPENDIX D – Budget Summary

Note: This template is also available as an Excel file on the [FAIS](#) homepage under the “Forms and Guidance” section. Applicants should ensure figures use no more than two decimal places and lines add correctly.

ATTACHMENT C-1					
Budget Summary					
Program (FFPr or MGD):	MGD				
Country of Operation:					
Implementing Organization:					
Fiscal Year:	2020				
Agreement or Proposal Number:	Fxx-xxx-20xx/0xx-00				
Total Amount of Federal Funds Obligated					
Funding Source (CCC for FFPr) (FAS for MGD)	Funding Year	Commodity Cost	Freight Cost	Administrative Costs (cash portion)	Total Federal Funding Obligated
FAS	2020	\$0.00	\$0.00	\$0.00	\$0.00
Project Operating Budget					
Expense Type	Monetization Proceeds (FFPr Only)	FAS or CCC Funds (CCC is Admin Only)	Cost Share	Total w/out Cost Share	Total w/Cost Share
Administration					
Salaries/Personnel	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Benefits	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Travel	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Professional Services/Contractual	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Equipment	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Supplies	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Other	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Total Administration	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Activities					
Activity 1: <i>Insert Description</i>	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Activity 2: <i>Insert Description</i>	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Activity 3: <i>Insert Description</i>	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Activity 4: <i>Insert Description</i>	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
<i>(Insert additional activities as needed)</i>					
Total Activities	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Commodity and Food Purchases (N/A to FFPr)					
Commodity Procurement	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Food Vouchers (N/A to MGD)					
Cash Transfers (N/A to MGD)					
Total Commodity Procurement	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
ITSH (N/A to FFPr)					
Salaries	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Benefits	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Transportation	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Professional Services	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Warehouse	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Supplies	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Other	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Total ITSH	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Total Direct Costs	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Indirect Costs					
ICR on Administration	\$0.00	\$0.00		\$0.00	
ICR on Activities	\$0.00	\$0.00			\$0.00
ICR on Commodity and Food Purchases (N/A to FFPr)	\$0.00	\$0.00		\$0.00	
ICR on ITSH (N/A to FFPr)	\$0.00	\$0.00		\$0.00	
Total Indirect Costs	\$0.00	\$0.00		\$0.00	
Anticipated Program Income					\$0.00
Grand Total Costs	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Total Amount of Federal Award (Total Federal Funds Obligated Plus Cost Share):					\$0.00

APPENDIX E – Budget Narrative Example

Note: Budget narrative guidance is also available on the FAIS homepage. We encourage Applicants to review the footnotes of this example for further useful information.

Program: McGovern-Dole Country: Target Country Fiscal Year: 2023

Organization: Food Development

Point of Contact: POC Name

This document contains examples of the types of information to be provided in Budget Narratives submitted to IFAD. The examples used in this document are fictitious and are provided to show preferred cost categorization and the required level of detail in Budget Narrative submissions.

SECTION 1: GENERAL EXPLANATORY COMMENTS

Food Development (FD) will implement a 5-year McGovern-Dole program in Target Country. The total Federal award amount is \$25,133,711. This includes commodity (\$6,977,157), freight (\$5,070,000), and administrative costs (cash portion) (\$13,086,554). The total operating budget (grand total costs) for this project is \$13,096,554; this includes \$10,000 in cost share. The following budget narrative describes the operating budget and does not describe the commodity and freight portions of Federal funding.

- FAS Funding: \$13,086,554
- Total Cost Share: \$10,000
- Total Project Operating Budget: \$13,096,554

Summary of Total Project Operating Budget (Includes Cost Share)	
Administration	\$4,312,455
Activities	\$3,337,531
Commodity and Food Purchases	\$1,004,021
Internal Transportation, Storage and Handling	\$1,970,196
ICR on Administration	\$844,411
ICR on Activities	\$532,713
ICR on Commodity and Food Purchases	\$134,385
ICR on ITSH	\$960,842
Total	\$13,096,554

In addition to the total operating costs above, this section should include:⁷

- Any cost escalations expected during this project, and the manner in which they are accounted for throughout budget (for example, an annual X% increase in expenses

⁷ These must be included for both applications and final award/amendment narratives.

per year). All line items should include the cost escalation over the life of the project, as applicable;

- A summary and total amount for program income⁸ which may be earned by the proposed project;
- A summary of the indirect rates applied the proposed budget and their base of application across Administration, Activity, ITSH, and Commodity Food Purchases expenses; and
- A summary of the Monitoring and Evaluation (M&E) Budget.⁹ For example: The M&E budget for FD's project is \$465,000 or 3.6% of the total operating budget (Grand Total Costs) (excluding cost share) of \$13,086,554.
- A summary of the local and regional procurement budget. For example: FD's local procurement budget is \$2,825,012 or 11% of the total federal obligation of \$25,133,711. This table is comprised of costs found within multiple line items throughout the budget summary. For example, the Salaries/Personnel total below (\$484,103) is a portion of costs found in the "Administration" and "ITSH" salaries/personnel and benefit sections which correspond to staff time directly related to local and regional commodity procurement. The Internal Transportation and Warehouse costs in the table below are the portion of those costs which are necessary for local and regional commodities. The Commodity Procurement cost should equal the Commodity Procurement costs in the budget summary; all of those costs may contribute to the required local and regional procurement portion of the award (a recommended target of 10% of the total federal award). Capacity building costs (i.e., Activity costs) and cost share are not allowable as part of this local and regional procurement budget. This LRP budget total figure (\$2,825,012) does not appear on the budget summary. Applicable local and regional procurement commodity component costs include the cost of the commodities and may include transportation, storage, and handling costs associated with getting such commodities to the beneficiaries, as well as staff time and benefits directly related to the procurement. Indirect costs associated with these direct costs are allowable. The local and regional commodity procurement component will not include capacity building costs (activities).

Summary of Local and Regional Procurement Budget	
Salaries/Personnel (from Administration)	\$273,000
Benefits (from Administration)	\$50,000
Salaries/Personnel (from ITSH)	\$127,000
Benefits (from ITSH)	\$34,103
Internal Transportation	\$854,569
Warehouse	\$196,345

⁸ For further information on program income, see [2 CFR Part 200.1](#), [2 CFR Part 200.307](#), and program specific regulations at [7 CFR Section 1599.12](#)

⁹ M&E budget must be at least 3% of the total operating budget.

Commodity Procurement	\$1,004,021
ICR on Administration	\$94,791
ICR on ITSH	\$56,798
ICR on Commodity and Food Purchases	\$134,385
Total	\$2,825,012

For initial application version of the narrative¹⁰, this section should also include:

- The organization's financial capacity;
- The cost application methodology used for the application;
- A summary of how the budget components will contribute to the implementation of the project; and
- A description of the overall cost effectiveness of the project.

SECTION 2: ADMINISTRATION

Total Administration Costs: \$5,156,886 (\$5,151,886 in FAS funds, \$5,000 in cost share)

Total Direct Costs: \$4,312,455 (\$4,307,455 in FAS funds, and \$5,000 in cost share).

Total Indirect Costs: \$844,411

2.1 Salaries/Personnel¹¹ –Total \$1,479,600

Position	Months	LOE	Base Monthly Salary	Total Salary ¹²
Chief of Party (USN)*	60	100%	\$7,500	\$450,000
Finance and Administrative Manager*	60	100%	\$3,250	\$195,000
Accountant	60	100%	\$2,500	\$150,000
HQ Technical Support	60	30%	\$7,200	\$129,600
HQ Agricultural Specialist	30	50%	\$7,000	\$105,000
M & E Manager (TCN)	60	100%	\$7,500	\$450,000
Total				\$1,479,600

*Key personnel

¹⁰ The four items should ONLY be included in application. Do not include these items in the final negotiated budget narrative.

¹¹ See [2 CFR Part 200.430](#) for cost principle information on compensation. .

¹² For all salary tables in the budget narrative, please note that the table should reflect multiplication across any given row such that Months * LOE * Base Monthly Salary = Total Salary. Where multiple staff members are expected in a position, please notate that under the position column, e.g. Drivers (3). In that example, 3 * Months * LOE * Base Monthly Salary (for one employee) = Total Salary (for all three employees).

2.2. Fringe Benefits¹³– Total \$622,969

- Fringe Benefits – Headquarters (HQ), U.S. Nationals (USN) and Third Country Nationals (TCN)¹⁴: FD charges actual fringe benefit costs. It is currently estimating an average fringe benefits rate of 40.51% for total Headquarters, Expatriate and Third Country National salaries. Total HQ Administrative Salaries: \$1,059,600 x .4051 = \$429,244.
- Fringe Benefits – Cooperating Country Nationals (CCN)¹⁵ Employees: Fringe benefits for Cooperating Country Nationals are budgeted at 43.05% of their total salary and are based on FD's current practice in-country. This includes:
 - Medical Insurance: 6% of annual income
 - Social Security: 10.67% of annual income
 - Bonus Payments: 16.66% of annual income
 - Severance: 9.72% of annual income
- Total TCN Fringe Benefits: \$450,000 x 43.05% = \$193,725

2.3. Travel¹⁶ – Total \$247,090

- International Travel (\$60,043): FD headquarter staff/consultants will make 8 international trips during the course of the period of performance. The purpose of the trips will be to provide monitoring and technical guidance. The COP will make 2 international trips to Headquarters in Washington, DC. The total international travel cost estimate is \$60,043. This includes tickets (10 trips at \$3,000 per trip = \$30,000), M&IE (\$15,000), travel visas/processing fees (\$5,043) and lodging (5 nights at \$1,000 per trip = \$10,000).
- Local Travel (\$119,926): FD estimates \$119,926 for quarterly local travel by staff. The estimate includes per diem and miscellaneous costs.
- Vehicle Fuel and Rentals (\$67,121): FD estimates the cost for vehicle fuel for 3 vehicles to be \$40,000. FD plans for vehicle rentals at 10 days/month during high volume periods. Rentals and taxi service are estimated at \$27,121 over the life of the project.

2.4. Professional Services/Contractual¹⁷– Total \$1,031,913

¹³ See [2 CFR Part 200.431](#) for cost principle information on fringe benefits.

¹⁴ TCN is defined as: “A person who is employed by an international organization and who comes neither from the country where the organization has its main base, nor from the country where they are working.”

¹⁵ CCN is defined as “An individual - employee who is a cooperating country citizen, or a non-cooperating country citizen lawfully admitted for permanent residence in the cooperating country.”

¹⁶ See [2 CFR Part 200.474](#) for cost principle information on travel costs.

¹⁷ Any costs associated with a Subrecipient agreement or contract should be provided here. See Procurement Standards found in [2 CFR Part 200](#)

- Support Services (\$166,017): FD has included expenses related to support services over the life of the program. These costs are directly attributable to the project and include local legal services (\$62,450), security services (\$50,749), IT services (\$35,123), and translation services (\$17,695).
- Call Forward Fees (\$125,000): FD has budgeted for call forward fees at \$25,000 per call forward in Y1 – Y4 for a total of \$125,000.
- Evaluations (\$725,896): FD estimates the consultant fee for the Baseline, Midterm, and Final Evaluations to be \$225,000, \$225,000, and \$225,896 respectively. In Y3, a special study will be conducted for \$50,000.
- Recruitment (\$15,000): In Y1 FD will procure the services of an external firm to recruit and hire personnel on a rolling basis based on need. This is estimated at \$10,000. During Y2-4, a total of \$5,000 is estimated for recruitment for anticipated staff turnover.

2.5. Equipment¹⁸– Total \$90,000 27

FD plans to purchase three 4x4 vehicles at \$30,000 each totaling \$90,000.

2.6. Supplies¹⁹– Total \$155,497

- Appliances (\$99,708): FD plans to purchase two servers, 12 laptops, 12 computer workstations, and related equipment. FD plans to replace computer equipment transferred from prior projects in year 3. Equipment to be replaced includes: 10 laptops and workstations, 2 printers, 1 scanner, 1 projector, 14 cell phones, 2 satellite phones, 12 office furniture sets, 2 AC units, 2 cash safes, and hardware replacements and replacements of two digital cameras in year 3. Estimated costs: \$99,708.
- M&E Supplies (\$3,000): FD will purchase 20 tablets for 20 field M&E staff at a cost of \$100 each for a total of \$2,000
 - In Y1, FD will purchase a subscription and licenses for EvalU-PLUS+, a highly effective M&E software system for \$1,000. All necessary M&E staff will have access to this system.
- General Supplies (\$52,789): The budgeted monthly supply costs are estimated at \$863.30. The costs cover all necessary office supplies such as notebooks, pens, calculators, office bags, clip files, registers, photocopy paper, flip chart paper, markers, transparency paper, flip chart boards, printing, postage, shipping, etc. Our estimates are based on programs of similar size and market research.

2.7. Office – Total \$630,386 (Capitol City Office)

2.8. Other – Total \$680,386

2.9. Office – Total \$ 630,386

¹⁸ To meet the definition of equipment, each unit should be valued at \$5,000 or greater. See [2 CFR Part 200.313](#)

¹⁹ To meet the definition of supplies, each unit should be valued at less than \$5,000. See [2 CFR Part 200.314](#)

FD estimates the cost of its project office to be \$630,386. The costs for the office, rented solely for the proposed project, include: rent, utilities, generator fuel, , cleaning and maintenance, bank charges, branding and marking, recruitment, internet, landline phone service, cell phone services, tax, and software licenses.

2.10. Maintenance – Total \$ 50,000

- Equipment Supply and Maintenance (\$20,000): FD estimates equipment and supply maintenance to be \$20,000 for the life of the project.
- Insurance (\$25,000): FD estimates vehicle and motorcycle insurance to be \$25,000 for the life of the project.
- Training (\$5,000): FD plans for \$5,000 in onboarding and training of staff on FD agreement policies in Y1.

2.11. Cost Share²⁰--Total \$5,000

FD will provide \$5,000 in in-kind cost share in the form of the time and travel for two headquarters staff to facilitate staff onboarding and training in Y1. This volunteer labor time is valued at \$5,000, with \$2,500 in Admin: Salaries and \$2,500 in Admin: Travel.

2.12. Indirect Costs²¹-- Administration – Total \$844,411

In accordance with FD's most recently approved NICRA, indirect costs are estimated at \$844,411.

SECTION 3: ACTIVITIES

- Total \$3,870,244 (\$3,865,244 in FAS funds and \$5,000 in cost share)
- Total Direct Costs: \$3,337,531 (\$3,332,531 in FAS funds and \$5,000 in cost share)
- Total Indirect Costs: \$532,713

Activity 1: Capacity Building: Government institutions – Total \$293,225

3.1.1 Salaries/Personnel – \$47,994

Position	Months	LOE	Monthly Salary	Total
Organizational Development Manager	54	17%	\$4,166	\$38,244
3 Organizational Technicians	52	5%	\$1,250	\$9,750

²⁰ See [2 CFR Part 200.306](#) for clarification on what constitutes cost share. Please note IFAD will not consider cost share on indirect costs.

²¹ See [2 CFR Part 200.414](#) for cost principle information on indirect costs.

3.1.2. Fringe Benefits – Total \$20,661

Benefits for CCN staff are in accordance with local labor laws and calculated at 43.05% of the employees' base salary.

3.1.3. Professional Services/Contractual – Total \$60,000

subrecipient Global Ag Foods will implement capacity building workshops in Y2-Y4 for a total of \$60,000. FD has selected Global Ag Foods to conduct these workshops based on their unique capabilities and extensive experience working in the Jabari region.

3.1.4. Office – Total \$76,303

FD estimates the cost of the sub-office to be \$76,303. The costs include rent, start-up and closeout costs, utilities, generator fuel, office improvements, and cleaning and maintenance.

3.1.5. Supplies – Total \$20,300

Office supplies are estimated at \$17,300. This includes five laptops (unit price of \$1,000) for \$5,000, one printer for \$300, six tablets (unit price of \$500) for \$3,000 and 12 cell phones (unit price \$750) for \$9,000.

FD will procure 6 motorcycles with a unit cost of \$2,000 for usage by the Organizational Technicians and Agriculture Production Technicians. The cost will be shared across Activities based on staffing. The total for Activity 1 is \$3,000.

3.1.6. Travel – Total \$17,550

Motorcycle fuel for 6 motorcycles at \$225 per month for 52 months divide equally among 4 activities.

3.1.7. Other – Total \$126,720

Food Development will implement the following workshops:

- Capacity-Building Government Institutions Workshop (\$13,229): One workshop per quarter has been budgeted at roughly 15 attendees per workshop. Cost associated with this workshop includes, refreshments, copies of training materials, and transportation for meeting participants.
- Coordination Committee Sessions/Meetings Workshop (\$ 5,594): Each workshop/event will last for 1 day and will host roughly 20 attendees. There will be one event in Years 1 and 5, and two events in Years 2-4. Cost includes venue rental, training materials, per diem, transportation, and accommodations for meeting participants.
- Lessons Learned Seminars Workshop (\$7,923): Each workshop/event will last one day with roughly 50 attendees. These meetings will be held once a year for the life of the project. Cost includes venue rental, training materials, per diem, transportation, and posters for meeting participants.

- Facilitation of Links with Research Institutions Workshop (\$23,671): Each workshop/event will last for 1 day and host 50 attendees, 25 of whom will be from out- of-town. There will be one workshop in Years 1 and 5, and two workshops in Years 2-4. Cost includes venue rental, training materials, per diem, transportation, and training materials for meeting participants.

Office Costs (\$76,303)

FD estimates the cost of the sub-office to be \$76,303. The costs include rent, start-up and closeout costs, utilities, generator fuel, office improvements, and cleaning and maintenance.

Activity 2: Post-Harvest Infrastructure Support – Total \$1,016,801 (\$1,011,801 in FAS Funds and \$5,000 in cost share)

3.2.1 Salaries/Personnel – Total \$500,700

Position	Months	LOE	Monthly Salary	Total
Deputy Chief of Party	58	50%	\$8,018	\$232,522
Organizational Development Mgr.	54	18%	\$4,166	\$40,494
Grants Manager	52	100%	\$2,917	\$151,684
3 Organizational Development	52	15%	\$1,250	\$29,250
Agriculture Production Mgr.	55	10%	\$2,500	\$13,750
3 Agriculture Production Technicians	52	10%	\$1,250	\$19,500
Agriculture Marketing and Value Chain	54	10%	\$2,500	\$13,500
Total				\$500,700

3.2.2. Fringe Benefits – Total \$215,551

Benefits for CCN staff are in accordance with local labor laws and calculated at 43.05% of the employees' base salaries.

3.2.3. Travel – Total \$17,550

Motorcycle fuel for 6 motorcycles at \$225 per month for 52 months divide equally among 4 activities.

3.2.4. Supplies – Total \$3,000

FD will procure 6 motorcycles with a unit cost of \$2,000 for usage by the Organizational Technicians and Agriculture Production Technicians. The cost will be shared across Activities based on staffing. The total for Activity 2 is \$3,000.

3.2.5. Other – Total \$275,000

- Post-Harvest Workshops (\$15,000): FD will facilitate post-harvest workshops for grant Recipients. Each workshop/event will last for 1 day and will host 25 attendees. Workshops will be held in Years 2-4. Estimate cost per workshop \$5,000.
- Post-Harvest Processing Cash Grants (\$210,000): FD will provide 210 farmers with \$1,000 cash grants to purchase materials and equipment with the goal of improving production capacity and diversifying the types of food provided in school meals.
- Capacity-Building Cash Grants (\$50,000): FD will allocate up to \$1,000 cash grants to farmer cooperatives in 50 municipalities to conduct soil improvement trainings and provide participating farmers with seed and fertilizer.

3.2.6. Cost Share – Total \$5,000

Recipients of the “Capacity-Building” grants will provide a 10% cost share totaling \$5,000.

Activity 3: Financial Services: Facilitate Agricultural Lending – Total \$975,674

3.3.1 Salaries/Personnel – Total \$41,248

Position	Months	LOE	Monthly Salary	Total
Organizational Development Manager	54	5%	\$4,166	\$11,248
Agriculture Marketing and Value Chain	54	15%	\$2,500	\$20,250
3 Organizational Development Technicians	52	5%	\$1,250	\$9,750
Total				\$41,248

3.3.2. Fringe Benefits – Total \$17,757

Benefits for CCN staff are in accordance with local labor laws and calculated at 43.05% of the employees’ base salaries.

3.3.3. Professional Services/Contractual – Total \$750,000

subrecipient A: \$750,000: To oversee financial lending to local farmers in the river delta.

3.3.4. Supplies Total – \$3,000

FD will procure 6 motorcycles with a unit cost of \$2,000 for usage by the Organizational Technicians and Agriculture Production Technicians. The cost will be shared across Activities based on staffing. The total for Activity 3 is \$3,000.

3.3.5. Travel – Total \$17,550

Motorcycle fuel for 6 motorcycles at \$225 per month for 52 months divide equally among 4 activities.

3.3.6. Other – Total \$146,119

FD will implement financial services workshops in Y2-4 for 50 participants each. Total workshop costs will be \$146,119

Activity 4: Training: Improved Agricultural Production Techniques – Total \$1,051,831

3.4.1. Salaries/Personnel – Total \$383,000

Position	Months	LOE	Monthly Salary	Total
HQ Agricultural Specialist	60	15%	\$7,000	\$63,000
Agriculture Production Manager	55	80%	\$2,500	\$110,000
3 Agriculture Production Technicians	52	80%	\$1,250	\$156,000
Agriculture Marketing and Value Chain Specialist	54	40%	\$2,500	\$54,000
Total				\$383,000

3.4.2. Fringe Benefits – Total \$163,281

Fringe benefits for cooperating country national staff are in accordance with local labor laws and calculated at 43.05% of the employees' base salaries. Total \$137,760.

Fringe benefits for HQ employees are calculated at 40.51% of base salary. Total \$25,521.

3.4.3. Supplies – Total \$3,000

FD will procure 6 motorcycles with a unit cost of \$2,000 for usage by the Organizational Technicians and Agriculture Production Technicians. The cost will be shared across Activities based on staffing. The total for Activity 4 is \$3,000.

3.4.4. Travel – Total \$17,550

Motorcycle fuel for 6 motorcycles at \$225 per month for 52 months divide equally among 4 activities.

3.4.5. Professional Services/Contractual – Total \$485,000

FD will execute 3 subrecipient agreements as follows:

- Subrecipient A: \$310,000: To provide training to local farmers on water use efficiency.
- Subrecipient B: \$50,000: To provide training to local farmers on pest management.
- Subrecipient C: \$125,000: To provide training to local farmers on crop rotation.

Subrecipients will be selected based on a competitive bidding process. FD will take into consideration factors such as the soundness of the application, unique capabilities of the bidder, the amount of the bid, delivery schedule, technical competency of the key personnel proposed for the study, etc.

3.5. Indirect Costs – Activities – Total \$532,713

In accordance with FD’s most recently approved NICRA, indirect costs are estimated at \$532,713.

SECTION 4: COMMODITY AND FOOD PURCHASES Total – \$1,138,406 (in FAS funds)

- Total Direct Cost: \$1,004,021
- Total Indirect Cost: \$134,385

4.1. Commodity Procurement – Total \$1,004,021

FD anticipates procuring 750 MT of wheat, 22 MT of oil, and 150 MT of rice over the life of the project (LoP). The LoP budget of the project is as follows:

	Wheat		Oil		Rice		Total	
	Total MT	Total Cost	Total MT	Total Cost	Total MT	Total Cost	Total MT	Total Cost
Year 1	300	\$333,300	10	\$10,000	75	\$90,000	385	\$433,300
Year 2	200	\$222,200	5	\$5,000	25	\$30,000	230	\$257,200
Year 3	250	\$246,521	7	\$7,000	50	\$60,000	307	313,521
TOTAL	750	\$802,021	22	\$22,000	150	\$180,000	922	\$1,004,021

4.2. Cash Vouchers – Total \$0²²

4.3 Food Vouchers– Total \$0²³

4.4. Cost Share – Total \$0

There is no cost share (cash or in-kind) under Commodity and Food Purchases.

4.5. Indirect Costs – Commodity and Food Purchases – Total \$134,385

²² N/A to McGovern-Dole

²³ N/A to McGovern-Dole

In accordance with FD's most recently approved NICRA, indirect costs are estimated at \$134,385.

SECTION 5: INTERNAL TRANSPORTATION, STORAGE AND HANDLING (ITSH)

- Total – \$2,931,038 (FAS cash only)
- Total Direct Cost: \$1,970,196
- Total Indirect Cost: \$960,842

5.1. Salaries/Personnel – Total \$469,500

Position	Months	LOE	Monthly Salary	Total Salary
Commodity Manager	60	100%	\$4,000	\$240,000
Logistics Coordinator	54	100%	\$2,500	\$135,000
2 Warehouse Officer	54	50%	\$700	\$37,800
7 Truck Drivers	54	30%	\$500	\$56,700
Total				\$469,500

5.2. Fringe Benefits – Total \$202,120

CCN fringe benefit rate is 43.05% (\$469,500 * 43.05% = \$202,119.75).

5.3. Internal Transportation – Total \$937,951

- Commodities Manager travel = \$5,962
- Warehouse Officer travel (8 field visits) = \$4,659
- Food Monitor travel = \$26,242
- In-country vehicle expenses = \$103,568
 - 1960 km/year*\$0.71/km fuel and oil (\$1,392), (\$5,000) parts, (\$15,000) repair, (\$3,000) registration and insurance (\$1,500) = \$20,892 per year for 4 years
- In-Country Commodity Transportation – Dispatch: \$120/MT*6,390MT = \$766,800
- In-Country Commodity Transportation – Retrieval: \$120/MT*64MT (yrs.1-4) = \$30,720

5.4. Professional Services/Contractual – Total \$121,425

- Loading and offloading (\$6/MT*1,278 MT/yr.*4 yrs.) = \$30,672
- Retrieval and reconstitution (\$10/MT*64MT/yr.*4 yrs.) = \$2,560
- Fumigation \$6,212*(twice per yr.) *4 yrs. = \$49,696
- Security at warehouse (for 5 yrs.) = \$35,416
- Security system contract (for 5 yrs.) = \$2,548

- Audit and legal services = \$533

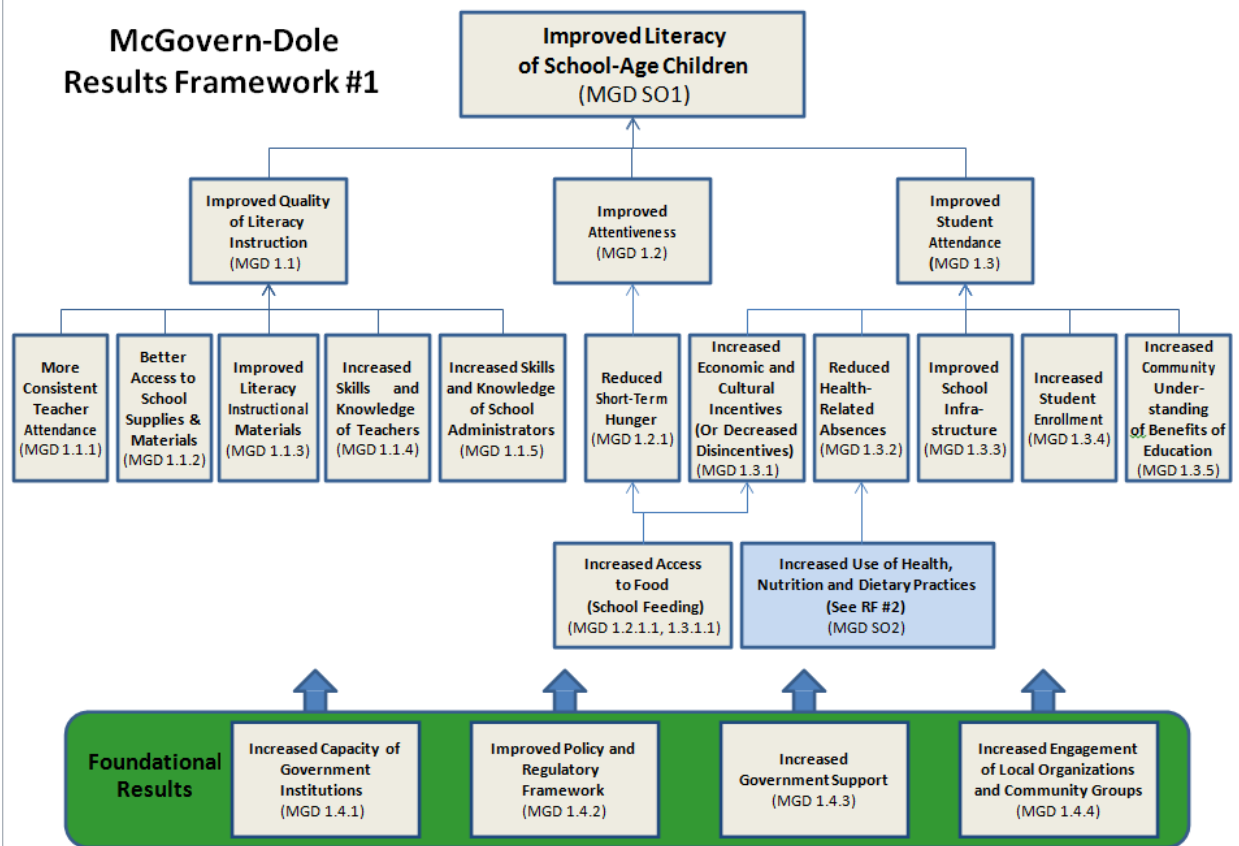
5.5. Warehouse – Total \$239,200

Warehouse rent (\$2,000 per month for 54 months*2 warehouses) \$216,000, four laptops for staff use (\$1,000 per laptop) \$4,000, office supplies (\$100 per month for 54 months) \$5,400, bank fees (\$200 per month for 54 months) \$10,800, and cleaning supplies (\$3,000). Estimated costs: \$239,200

Indirect Costs – ITSH – Total \$960,842

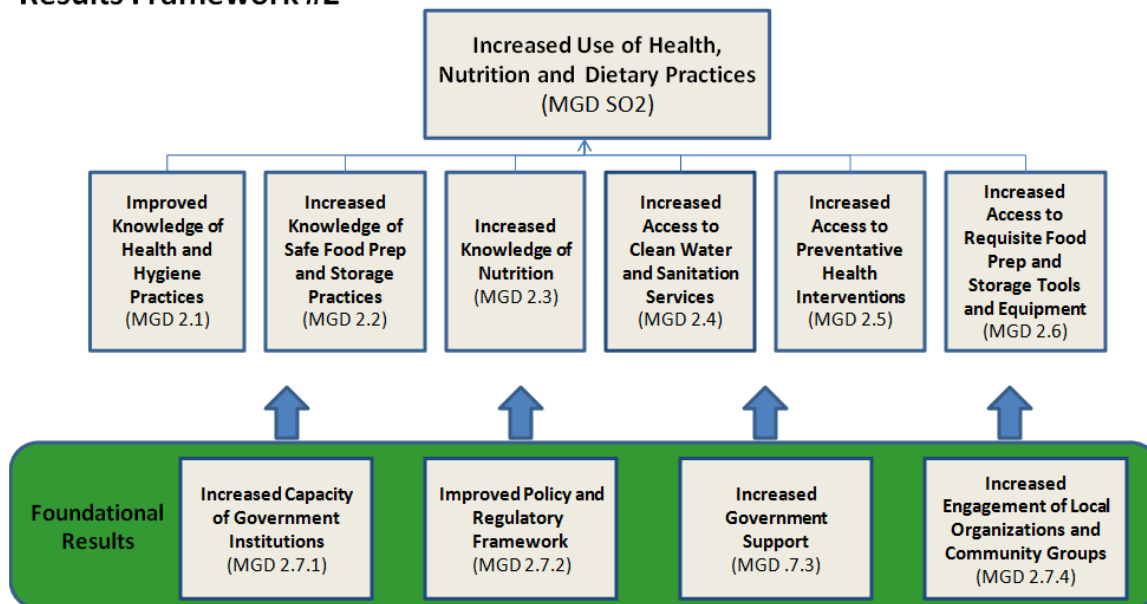
FD will charge \$960,842 in indirect costs according to its NICRA agreement.

APPENDIX F – Results Framework and Illustrative Examples of Foundational Results



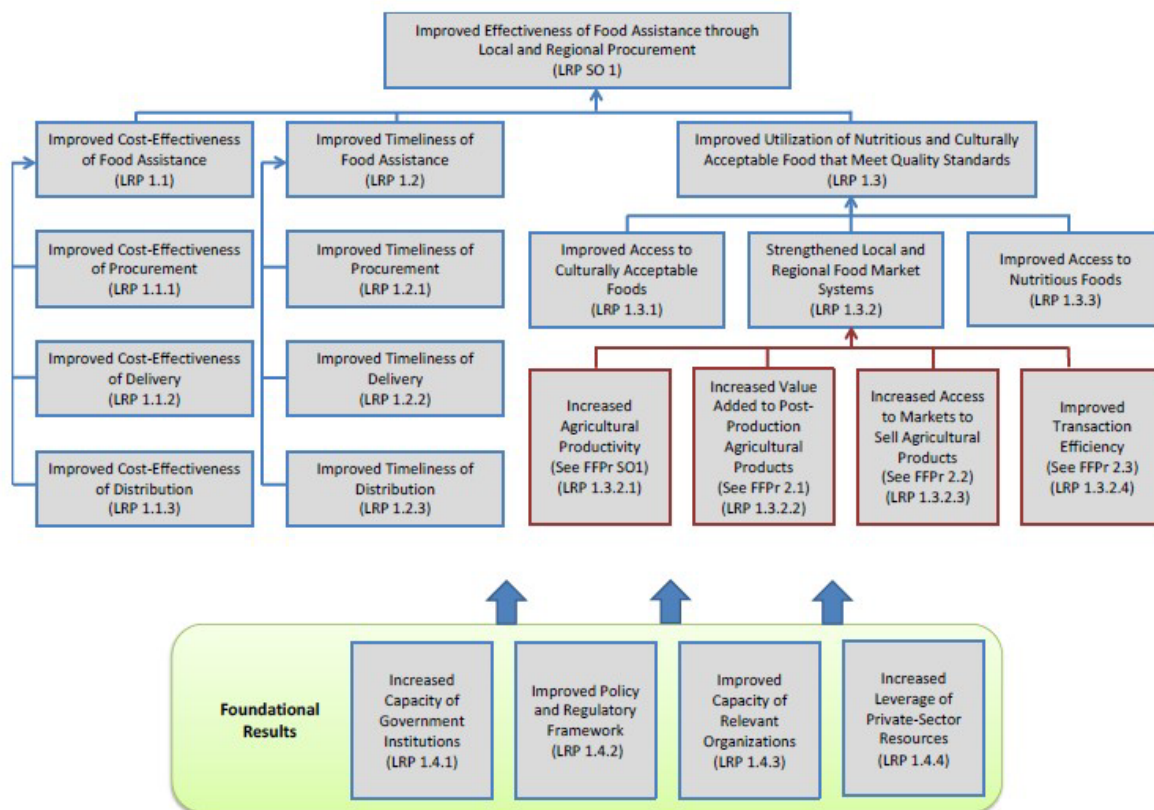
A Note on Foundational Results: These results can feed into one or more higher-level results. Causal relationships sometimes exist between foundational results.

McGovern-Dole Results Framework #2



A Note on Foundational Results: These results can feed into one or more higher-level results. Causal relationships sometimes exist between foundational results.

LRP Results Framework



A Note on Foundational Results: These results can feed into one or more higher-level results. Causal relationships sometimes exist between foundational results.

Illustrative Examples of Foundational Results

	Increased Capacity of Government Institutions	Improved Policy and Regulatory Framework	Increased Government Support	Increased Engagement of Local Organizations and Community Groups
More Consistent Teacher Attendance	<p>WHAT: Build local skills, knowledge and tools necessary to monitor teacher attendance and address constraints.</p> <p>HOW: Development of tools, processes and procedures for tracking and reporting; Assessments of constraints and plans to remove barriers/increase incentives.</p>	<p>WHAT: Support the development, implementation and enforcement of policies and regulations that lead to more consistent teacher attendance.</p> <p>HOW: Help school officials draft attendance policies for teachers, including reporting and enforcement procedures.</p>	<p>WHAT: Increase government support for teachers through increased teacher salaries, hiring of more teachers, providing improved benefits to teachers.</p> <p>HOW: Help school officials advocate for more teachers or for increases to teacher salaries.</p>	<p>WHAT: Increase ability of communities, including parents, PTAs, local community groups and the private sector to have an impact on the consistency of teacher attendance.</p> <p>HOW: Train as teacher's aids and/or substitute teachers; increase awareness of attendance through newsletters; empower communities to help address obstacles - e.g. housing, transport.</p>
Better Access to School Supplies and Materials	<p>WHAT: Build local skills, knowledge and tools to ensure students and teachers have the supplies and materials they need, such as books, paper, pencils, chalk, blackboards, etc.</p> <p>HOW: Developing tools and procedures for assessing needs and coordinating procurement and delivery of materials on a timely basis.</p>	<p>WHAT: Development of ministry policies and guidance regarding the minimum ratio of supplies in a classroom to teachers/or students.</p> <p>HOW: Work with school officials to analyze supply needs and build appropriate and practical policies.</p>	<p>WHAT: Increase in government funding for school supplies and materials.</p> <p>HOW: Helping school officials collect and analyze data on essential school supplies, so that they can advocate for increased budgetary support.</p>	<p>WHAT: Increase the capacity of the community to support the availability of classroom supplies and materials.</p> <p>HOW: Teach PTAs how to hold fundraising events and partner with and solicit donations from private companies and organizations.</p>
Improved Literacy Instructional Materials	<p>WHAT: Increase the capability of education staff (e.g. MoE) to revise or strengthen literacy instructional materials.</p> <p>HOW: Provide training to staff on curriculum development or partner with institutions to create supplemental teaching materials.</p>	<p>WHAT: Create or strengthen policies and guidance regarding the quality of literacy education, which would mandate improvements to literacy curricula and instructional materials.</p> <p>HOW: By providing technical support to ministry of education officials on international best practices for youth literacy education.</p>	<p>WHAT: Increases in the budget for development of literacy curriculum and/or the purchase of new books for teachers and students.</p> <p>HOW: Help MOE officials assess the cost to develop or procure the improved instructional material for a district, region or nation.</p>	<p>WHAT: Increase the ability of the community to advocate for improvements to literacy materials, including the curriculum.</p> <p>HOW: By holding town hall meetings to discuss changes to the curriculum and providing an opportunity for community input.</p>
Increased Skills and Knowledge of Teachers	<p>WHAT: Building the capacity of school administrators to provide training and support to teachers.</p> <p>HOW: By working with school administrators to develop teacher assessment tools or by collaborating with school officials to develop a training program for teaching basic literacy to children.</p>	<p>WHAT: Development and implementation of policies regarding the minimum qualifications and/or training required for teachers.</p> <p>HOW: Work with administrators to establish basic skill sets that teachers must have (hiring requirements) or must acquire through in-service training to teach literacy.</p>	<p>WHAT: Increase budgets for training teachers.</p> <p>HOW: Work with officials to assess the cost of training teachers, establishing a teacher training college, developing a new training curriculum, etc., so that they can include it in their budget requests.</p>	<p>WHAT: Increase the ability of communities to advocate for qualified teachers and support the needs of teachers to get the training they need.</p> <p>HOW: Train PTAs on how to advocate for better trained teachers and introduce them to fundraising techniques that they can use to raise money to support teacher training.</p>
Increased Skills and Knowledge of School Administrators	<p>WHAT: Building the capacity of school administrators to give principals and school managers the training and guidance they need to support effective literacy education programs.</p> <p>HOW: By training a cadre of district level school supervisors to be able to train school principals on methods for assessing the strengths of their schools' teachers and ways to coach them to improve.</p>	<p>WHAT: Development and implementation of policies regarding the minimum qualifications and/or training required for principals and school administrators.</p> <p>HOW: Work with ministry of education officials to establish basic skill sets that principals must have (hiring requirements) or must acquire through in-service training.</p>	<p>WHAT: Increase budgets for training principals and/or hiring more qualified principals</p> <p>HOW: Work with officials to assess the cost of training principals, developing a new training course for principals, etc., so that they can include it in their budget requests.</p>	<p>WHAT: Increase the ability of communities to advocate for qualified principals and support the needs of principals to get the training they need.</p> <p>HOW: Train PTAs on how to advocate for better trained principals and introduce them to fundraising techniques that they can use to raise money to support the skills development of principals in their schools.</p>

APPENDIX G – Past Performance Review Template

Applicants should complete all information in Part I. If one of the items does not apply, simply note N/A in that row. Parts II and III should be completed by the reference organization/personnel. The reference organization/personnel must then submit the completed form to PPDED@usda.gov. Please use the subject line “Past Performance Reference for [Application Name]”. FAS will confirm receipt of reviews submitted via PPDED@usda.gov. FAS may contact the reference organization/personnel for verification.

PART I: Award Information (to be completed by Applicant)
1. Name of Applicant’s Organization
2. Contact Name:
3. Title:
4. Phone Number:
5. Email Address:
6. Name of Project:
7. Award Number:
8. Award Type
9. Award Value
10. Description or Work/Services:
11. Location Where Work was Performed:
12. Contracting/Agreement Officer:
13. Contracting/Agreement Officer Phone Number:
14. Contracting/Agreement Officer Email Address:
15. Technical Officer (if applicable):
16. Technical Officer Phone Number:
17. Technical Officer Email Address:

PART II Performance Assessment (to be completed by Reference Organization)
1. Contact Name (person(s) completing this document):
2. Title:
3. Name and address of organization:
4. Phone number:
5. Email address:
PART III: Performance Assessment (to be completed by Reference Organization)
1. Instances of good performance as measured by results achieved and quality of deliverables or services, including, but not limited to the following: timeliness, consistency in meeting goals and targets, effectiveness and appropriateness of personnel, cooperation and effectiveness of the organization in identifying or addressing problems, and cost control issues including forecasting costs as well as accuracy in financial reporting. Comment:
2. Instances of poor performance as measured by results achieved and quality of deliverables or services, including, but not limited to the following: timeliness, consistency in meeting goals and targets, effectiveness and appropriateness of addressing problems, and cost control issues including forecasting costs as well as accuracy in financial reporting. Comment:
3. Significant achievements: including relationships with beneficiaries, initiation and management of several complex activities simultaneously, coordination among country partners, and correction of problems. Comment:
4. Significant Problems: including relationships with beneficiaries, initiation and management of several complex activities simultaneously, coordination among country partners, and correction of problems. Comment:

APPENDIX H – Available Commodities for FY 2023

Food Aid Solicitations

(Applicable to both McGovern-Dole and Food for Progress programs)

For specific questions related to commodities, please contact PPDED@usda.gov

For additional commodity specifications please visit:

<https://www.ams.usda.gov/services/international-procurement/commodity-requirements>

Commodities are subject to change, based on price and availability. Quarterly International Commodity Procurement Awards are available here:

<https://www.ams.usda.gov/reports/international-commodity-procurement-information>

All Beef Packer Tallow	Nonfat, Non-fortified Dry Milk
All Purpose Flour	Northern Spring Wheat
Black Beans	Parboiled, Well Milled, Long Grain Rice 2/7
Bread Flour	Parboiled, Well Milled, Long Grain Rice 5/20
Bulgur	Peas/Lentils Substitutable
Cornmeal	Pinto Beans
Corn-Soy Blend	Ready-to-use nutritional food (RUSF or MQ)
Corn-Soy Blend Plus	Salmon, Pink (Canned)
Crude Degummed Soybean Oil	Small Red Beans
Dark Northern Spring Wheat	Soft Red Winter Wheat
Dark Red Kidney Beans	Soft White Wheat
Dehydrated Potato Granules	Sorghum
Dehydrated Potatoes Flakes	Soybean Meal
Extra Fancy Tallow	Soybean Oil
Fortified Rice, 2/7 Long Grain, Well Milled	Soy-Fortified Bulgur
Fortified Rice, 2/7 Medium Grain, Well Milled	Soy-Fortified Cornmeal

Fortified Rice, 3/15 Long Grain, Well Milled	Split Yellow Peas
Fortified Rice, 3/15 Medium Grain, Well Milled	Super Cereal Plus
Fortified Rice, 5/20 Long Grain, Well Milled	Sunflower Seed Oil
Fortified Rice, 5/20 Medium Grain, Well Milled	Technical Tallow
Great Northern Beans	Vegetable Oil
Green Peas	Vegetable Oil Substitutable
Green Split Peas	Well Milled, Long Grain Rice 2/7
Hard Milled Long Grain Rice	Well Milled, Long Grain Rice 3/15
Hard Red Spring Wheat	Well Milled, Long Grain Rice 5/20
Hard Red Winter Wheat	Well Milled, Medium Grain Rice 5/20
Kabuli Garbanzo Beans	Whole Green Peas
Lentils	Whole Yellow Peas
Lipid Based Nutrient Supplement (LNS SF)	Yellow Corn
Milled Rice	Yellow Grease
	Yellow Soybeans

APPENDIX I – Instructions for Completing the SF-424a

For FY2023, McGovern-Dole program Applicants will be required to fill out and submit a copy of the SF-424A, available on Grants.gov at: <https://www.grants.gov/web/grants/forms/sf-424-family.html>. This form should be uploaded, along with the application, as an attachment in FAIS. This form will be required IN ADDITION to the Attachment C-1: Budget Summary.

The SF-424A form should be filled out using the same information provided in your budget summary and budget narrative. Please note that Sections A-C will ONLY include the amounts from the project operating budget (administrative costs cash portion). The total Federal award amount, including Commodity Cost and Freight Cost, will be captured under [SECTION F—Other Budget Information, Remarks](#).

SECTION A - BUDGET SUMMARY:

- **Grant Program Function or Activity (a):** Insert each of the applicable expense types in the four boxes for this section: 1) Administration, 2) Activities, 3) Commodity and Food Purchases, 4) and ITSH.
- **Catalog of Federal Domestic Assistance Number (b):** For the McGovern-Dole program, the CFDA is: 10.608. Enter this number in this column for each expense type.
- **Estimated Unobligated Funds (c) & (d):** These sections will be left blank for new applications.
- **New or Revised Budget (e) and (f):** Insert the totals for each of the applicable expenses in these sections. Federal totals should be entered under column (e) and non-Federal (cost share/match) amounts should be entered under column (f).
- **Totals (column (g) and row 5):** Calculate the totals of columns (e) and (f) for each expense type. Please note this total will auto calculate when using the Grants.gov form.

SECTION B - BUDGET CATEGORIES:

- **Object Class Categories:** Enter the same expense types (i.e., Administration, Activities, Commodity and Food Purchases, and ITSH) in the column headings for Section 6. Please note these headers will auto fill when using the Grants.gov form. For each expense type, enter the total expenses for each class category (e.g., Personnel, Fringe Benefits, Travel, etc.) and sum the amounts in column 5 and row K.

Guidance for SF-424A

FAS is providing the following guidance to assist Applicants in transferring their budget requests from the current budget documents to the SF-424A:

Administration Expenses

- a) Personnel: Enter the total for all Administration Salaries expenses
- b) Fringe Benefits: Enter the total for all Administration Benefits expenses
- c) Travel: Enter the total for all Administration Travel expenses
- d) Equipment: Enter the total for all Administration Equipment expenses
- e) Supplies: Enter the total for all Administration Supplies expenses
- f) Contractual: Enter the total for all Administration Professional Services expenses
- g) Construction: Leave blank
- h) Other: Enter the total for all Administration Office and Other expenses
- i) Indirect Charges: Enter the total for all Administration Indirect expenses

Activities Expenses

- a) Personnel: Enter the total for all Activities Salaries expenses
- b) Fringe Benefits: Enter the total for all Activities Benefits expenses
- c) Travel: Enter the total for all Activities Travel expenses
- d) Equipment: Enter the total for all Activities Equipment expenses
- e) Supplies: Enter the total for all Activities Supplies expenses
- f) Contractual: Enter the total for all Activities Professional Services expenses
- g) Construction: Leave blank
- h) Other: Enter the total for all Activities Office and Other expenses
- i) Indirect Charges: Enter the total for all Activities Indirect expenses

Commodity and Food Purchase Expenses

- a) Personnel: Leave blank
- b) Fringe Benefits: Leave blank
- c) Travel: Leave blank
- d) Equipment: Leave blank
- e) Supplies: Leave blank
- f) Contractual: Leave blank
- g) Construction: Leave blank
- h) Other: Enter the total for all Commodity Procurement expenses
- i) Indirect Charges: Enter the total for all Commodity and Food Purchase Indirect expenses

Internal Transportation, Storage, and Handling (ITSH) Expenses

- a) Personnel: Enter the total for all ITSH Salaries expenses
- b) Fringe Benefits: Enter the total for all ITSH Benefits expenses
- c) Travel: Enter the total for all ITSH Travel expenses
- d) Equipment: Enter the total for all ITSH Equipment expenses

- e) Supplies: Enter the total for all ITSH Supplies expenses
- f) Contractual: Enter the total for all ITSH Professional Services expenses
- g) Construction: Leave blank
- h) Other: Enter the totals for all ITSH Transportation, Warehouse, and Other expenses
- i) Indirect Charges: Enter the total for all ITSH Indirect expenses

Program Income

Applicants should list all applicable program income here. This amount includes, but is not limited to, income from: fees for services performed, the use or rental of real or personal property acquired under a Federal award, the sale of items fabricated under a Federal award, license fees and royalties on patents and copyrights, and principal and interest on loans made with Federal award funds.

Cost Categories

FAS is providing the following guidance to assist Applicants in categorizing costs:

a. Personnel:

Costs of employee salaries and wages. For each staff person, provide the name (if known), title, time commitment to the project as a percentage of a full-time equivalent (FTE), annual salary, and grant funded salary. Do not include the costs of consultants, subgrants or contractors. Consultants, subgrants and contractors are to be included under “Contractual.”

b. Fringe Benefits:

Costs of employee fringe benefits unless treated as part of an approved indirect cost rate. Provide the method used to calculate the proposed rate amount. If a fringe benefit has been negotiated with, or approved by, a cognizant federal agency, attach a copy of the negotiated fringe benefit agreement. If no rate agreement exists, provide a breakdown of the amounts and percentages that comprise fringe benefit costs such as health insurance, FICA, retirement insurance, taxes, etc. Identify the base for allocating these fringe benefit expenses. (Attach the agreement to the application package.) For foreign entities this may not apply.

c. Travel

Costs of project-related travel by employees of the Applicant organization (do not include costs of Subcontractor, Subgrantees or consultant travel). For each proposed trip, provide the purpose, number of travelers, travel origin and destination, number of days, and a breakdown of costs for airfare, lodging, meals, car rental, and incidentals. The basis for the airfare, lodging, meals, car rental, and incidentals must be provided, such as past trips, current quotations, Federal Travel Regulations, etc.

d. Equipment

Any article of nonexpendable, tangible personal property having a useful life of more than one year and an acquisition cost which equals or exceeds the lesser of

(a) the capitalization level established by the organization for financial statement purposes, or (b) \$5000. For each type of equipment requested, provide a description of the equipment, the cost per unit, the number of units, the total cost, and a plan for use on the project, as well as use or disposal of the equipment after the project ends. An Applicant organization that uses its own definition for equipment should provide a copy of its policy or section of its policy which includes the equipment definition.

Note 1: Acquisition cost means the net invoice unit price of an item of equipment, including the cost of any modifications, attachments, accessories, calibration and maintenance services, or auxiliary apparatus necessary to make it usable for the purpose for which it is acquired.

Ancillary charges, such as taxes, duty, protective in-transit insurance, freight, and installation shall be included in or excluded from acquisition cost in accordance with the organization's regular written accounting practices.

Note 2: Prior to the purchase of equipment in the amount of \$5000 or more per unit cost, the Recipient must obtain the written approval from FAS, unless the equipment was approved in the initial award. The Recipient shall maintain an annual inventory, which will include a brief description of the item, serial number and amount of purchase for equipment purchased with grant funds, or received under a grant, and having a \$5000 or more per unit cost. The inventory must also identify the sub-award under which the equipment was purchased. Maintenance and insurance will be the responsibility of the Recipient. Title of equipment will remain with the Recipient until closeout when disposition will be provided in writing by FAS within 120 days of submission of final reports.

e. Supplies

Supplies are tangible personal property other than that included in the equipment category if the acquisition cost is less than the lesser of the capitalization level established by the non-Federal entity for financial statement purposes or \$5,000, regardless of the length of its useful life. Specify general categories of supplies and their costs. Show computations and provide other information which supports the amount requested. A computing device is a supply.

f. Contractual

Costs of all contracts for services and goods that further the work of the project. Do not put Subcontractors, Subawardees, and/or Subgrantees that do not perform work to further the project. This includes the types of Subcontractors, Subawardees, and/or Subgrantees that work for the Prime awardee exclusively, (i.e., landscapers, trash collectors, etc.) These costs belong under other cost categories such as equipment, supplies, construction, other, etc.

- Include third party evaluation contracts (if applicable) and contracts with secondary Recipient organizations. Demonstrate that all procurement transactions will be conducted in a manner to provide, to the maximum extent practical, open and free competition. Identify proposed subcontractor work and the cost of each

Subcontractor. Provide a detailed budget for each Subcontractor that is expected to perform work estimated to be \$25,000 or more, or 50% of the total work effort, whichever is less.

- Identify each planned Subcontractor and its total proposed budget. Each Subcontractor's budget and supporting detail should be included as part of the Applicant's budget narrative.
- Provide the following information for each planned subcontract: a brief description of the work to be subcontracted; the number of quotes solicited and received, if applicable; the cost or price analysis performed by the Applicant; names and addresses of the Subcontractors tentatively selected and the basis for their selection e.g., unique capabilities (for sole source subcontracts), low bidder, delivery schedule, technical competence; type of contract and estimated cost and fee or profit; and, affiliation with the Applicant, if any.
- All required flow down provisions in the award must be included in any subcontract.
- In this section also include Subgrantees. Provide information for each planned subgrant. Identify each planned Subawardee and its total proposed budget. Include a brief description of the work to be performed.

g. Other Direct Costs

Any other items proposed as direct costs that do not fall under the budget categories listed above. Provide an itemized list with costs and state the basis for each proposed item.

h. Indirect Costs

If indirect costs are included in the budget, include in the budget narrative a description of how the indirect costs were calculated. Include the following information:

- Indirect cost percentages used;
- Indirect cost base;
- How the indirect cost base was calculated;
- How the indirect cost was calculated.

Foreign public entities and foreign organizations may request, and upon approval from FAS use the de minimis rate of 10%, or some other rate in excess of the de minimis rate of 10%, up to 13%, if there is historical evidence that such a rate has been used in the past. However, if the foreign entity has a valid Negotiated Indirect Cost Rate Agreement it may be used.

Attach a copy of the latest indirect cost rate agreement negotiated with a cognizant federal agency. If the Applicant is in the process of initially developing or renegotiating a rate, upon notification that an award will be made, it should immediately develop a tentative indirect cost rate application based on its most recently completed fiscal year, in accordance with the cognizant agency's guidelines for establishing indirect cost rates and submit it to the cognizant agency. Applicants awaiting approval of their indirect cost applications may also request indirect costs. When an indirect cost rate is requested, those costs included in the indirect cost pool should not also be charged as direct costs to the award. If the Applicant is requesting a rate

which is less than what is allowed under the program, the authorized representative of the Applicant organization must submit a signed acknowledgement that the Applicant is accepting a lower rate than allowed.

Any non-federal entity that has never received a negotiated indirect cost rate (except for those non-federal entities described in [Appendix VII to Part 200](#) States and Local Government and Indian Tribe Indirect Cost Proposals, paragraph D.1.b) may elect to charge a de minimis rate of 10% of MTDC which may be used indefinitely. As described in [§200.403](#) Factors Affecting Allowability of Costs, costs must be consistently charged as either indirect or direct costs but may not be double charged or inconsistently charged as both. If chosen, this methodology once elected must be used consistently for all federal awards until such time as a non-federal entity chooses to negotiate for a rate, which the non-federal entity may apply to do at any time. For more information, see [2 CFR Part 200.414](#).

SECTION C - NON-FEDERAL RESOURCES

Applicants should list the amount of cost share and/or matching funds for each expense category.

- **Grant Program (a):** Enter the same expense types (i.e., Administration, Activities, Commodity and Food Purchases, and ITSH) in these rows.
- **Applicant (b):** Enter the total amount of cost share/matching funds that your organization will be providing for each applicable category.
- **State (c):** Enter the total amount of cost share/matching funds that will be provided by the state for each applicable category.
- **Other Sources (d):** Enter the total amount of cost share/matching funds to be provided by other sources for each applicable category.
- **Totals (row 12 column e):** Calculate the totals for each row and column.

SECTION D - FORECASTED CASH NEEDS

This is an optional section that does not need to be filled out. Leave all items blank.

SECTION E - BUDGET ESTIMATES OF FEDERAL FUNDS NEEDED FOR BALANCE OF THE PROJECT

This is an optional section that does not need to be filled out. Leave all items blank.

SECTION F - OTHER BUDGET INFORMATION

- **Direct Charges:** Leave blank.
- **Indirect Charges:** Leave blank.
- **Remarks:** Enter the totals for: Commodities, Freight, Admin. cash, and the total Federal award amount.

APPENDIX J – SF-424A Example

[View Burden Statement](#)

BUDGET INFORMATION - Non-Construction Programs

OMB Number: 4040-0008
Expiration Date: 01/31/2019

SECTION A - BUDGET SUMMARY

Grant Program Function or Activity (a)	Catalog of Federal Domestic Assistance Number (b)	Estimated Unobligated Funds		New or Revised Budget		
		Federal (c)	Non-Federal (d)	Federal (e)	Non-Federal (f)	Total (g)
1. Administration	10.608	\$	\$	\$ 5,151,866.00	\$ 5,000.00	\$ 5,156,866.00
2. Activities	10.608			3,865,244.00	5,000.00	3,870,244.00
3. Commodity and Food Purchases	10.608			1,138,406.00	0.00	1,138,406.00
4. Internal Transportation, Storage and Handling	10.608			2,931,038.00	0.00	2,931,038.00
5. Totals		\$	\$	\$ 13,086,554.00	\$ 10,000.00	\$ 13,096,554.00

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SECTION B - BUDGET CATEGORIES

6. Object Class Categories	GRANT PROGRAM, FUNCTION OR ACTIVITY				Total (5)
	(1) Administration	(2) Activities	(3) Commodity and Food Purchases	(4) Internal Transportation, Storage and Handling	
a. Personnel	\$ 1,479,600.00	\$ 972,942.00	\$ 0.00	\$ 469,500.00	\$ 2,922,042.00
b. Fringe Benefits	622,969.00	417,250.00	0.00	202,120.00	1,242,339.00
c. Travel	247,090.00	70,200.00	0.00	0.00	317,290.00
d. Equipment	90,000.00	0.00	0.00	0.00	90,000.00
e. Supplies	155,497.00	29,300.00	0.00	0.00	184,797.00
f. Contractual	1,031,913.00	1,295,000.00	0.00	121,425.00	2,448,338.00
g. Construction	0.00	0.00	0.00	0.00	0.00
h. Other	680,386.00	547,839.00	1,004,021.00	1,177,151.00	3,409,397.00
i. Total Direct Charges (sum of 6a-6h)	4,307,455.00	3,332,531.00	1,004,021.00	1,970,196.00	\$ 10,614,203.00
j. Indirect Charges	844,411.00	532,713.00	134,385.00	960,842.00	\$ 2,472,351.00
k. TOTALS (sum of 6i and 6j)	\$ 5,151,866.00	\$ 3,865,244.00	\$ 1,138,406.00	\$ 2,931,038.00	\$ 13,086,554.00
7. Program Income	\$	\$	\$	\$	

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SECTION C - NON-FEDERAL RESOURCES					
(a) Grant Program		(b) Applicant	(c) State	(d) Other Sources	(e) TOTALS
8.	Administration	\$ 5,000.00	\$	\$	\$ 5,000.00
9.	Activities	5,000.00			5,000.00
10.	Commodity and Food Purchases	0.00			0.00
11.	Internal Transportation, Storage and Handling	0.00			0.00
12. TOTAL (sum of lines 8-11)		\$ 10,000.00	\$	\$	\$ 10,000.00

SECTION D - FORECASTED CASH NEEDS					
	Total for 1st Year	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
13. Federal	\$	\$	\$	\$	\$
14. Non-Federal	\$				
15. TOTAL (sum of lines 13 and 14)	\$	\$	\$	\$	\$

SECTION E - BUDGET ESTIMATES OF FEDERAL FUNDS NEEDED FOR BALANCE OF THE PROJECT					
(a) Grant Program		FUTURE FUNDING PERIODS (YEARS)			
		(b) First	(c) Second	(d) Third	(e) Fourth
16.	Administration	\$	\$	\$	\$
17.	Activities				
18.	Commodity and Food Purchases				
19.	Internal Transportation, Storage and Handling				
20. TOTAL (sum of lines 16 - 19)		\$	\$	\$	\$

SECTION F - OTHER BUDGET INFORMATION	
21. Direct Charges:	22. Indirect Charges:
23. Remarks: Project includes funds for commodities (\$6,997,157) freight (\$5,070,000), and admin. cash (\$13,006,554) resulting in a total federal award amount of \$25,133,711.	

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APPENDIX K –Activity Description Example

The sample below is an example of possible (but not required) formatting for activity descriptions in [Part D Section 4b: Plan of Operation](#). FAS does not require or recommend this example as a model for project operations or as a suggested activity. FAS intends this example to show the scope of information Applicants should share in the Plan of Operation. FAS encourages Applicants to include between 10-15 total activities.

Activity 1: Training: Teachers

Results: Increased Knowledge and Skills of Teachers (McGovern-Dole 1.1.4)

Responsible: Implementing Organization Subawardee X

Coordinating Entities: Country X Ministry of Education, Local Literacy Org, USAID Education

Beneficiaries: 100 teacher trainers, estimated 1000 teachers total

Following the baseline assessment, Implementing Organization and Subawardee will convene a working group of stakeholders from the Ministry of Education (MOE), USAID Education, and Local Literacy Org to review gaps in teacher training and assess key training needs for teachers with attention to Universal Design Principals and inclusive education. The working group will make recommendations for the teacher training curriculum and additions/changes to pedagogical resources. Subawardee X will build or adapt the training curriculum and pedagogical resources.

Subawardee X will organize and hold regional Trainings of Trainers for 100 teachers selected from the project districts in coordination with the Ministry of Education and school administrators. These teachers will complete a five-day training on the updated teacher training curriculum, inclusive pedagogy, positive discipline, and mentorship skills for training their fellow teachers. Following the training, Subawardee X will provide support, resources, and follow-up to ensure that Trainers complete trainings in their school and nearby schools.

Following the Training of Trainers, Subawardee X will launch district-level Whatsapp groups for teachers and trainers so that they can support one another and collaborate as they put the training practices into action. Trainers will also have access to a group with a representative of Subawardee X and a representative of the district's MOE office in case they or the teacher-only groups have questions that need follow-up at a higher level.